

Making Development Work:
Tools for the Cleveland Neighborhood

MURP (and MPP) Capstone Paper

In Partial Fulfillment of the Master of Urban and Regional Planning Degree (*and Master of Public Policy*)
Requirements
The Hubert H. Humphrey School of Public Affairs
The University of Minnesota

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May 11, 2015

May 4th & 11th, 2015
Date of oral presentation

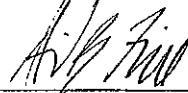
May 11, 2015
Approval date of final paper

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MAKING DEVELOPMENT WORK

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Humphrey School of Public Affairs

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Introduction

EXECUTIVE SUMMARY

This report and matching toolkit lay the foundation for making corridor redevelopment work for the Cleveland Neighborhood of North Minneapolis. It is borne out of the Cleveland Neighborhood Association's mission to bring new investment, development, and construction into the neighborhood along the important Penn Ave and Lowry Avenue commercial corridors. The priorities for this work were identified by and for the community through meetings facilitated by the Cleveland Neighborhood Association in 2014, and further developed by the Cleveland Neighborhood Board and Community Development Committee with the research team from the Hubert H. Humphrey School of Public Affairs in 2015. Of highest importance are connectivity between key neighborhood amenities such as Cleveland Park and Lucy Laney School, breathing new life into the valuable commercial node at the intersections of Penn and Lowry, and keeping community members engaged around important issues. The Neighborhood sees each of these priorities as connected to the promotion of local commerce and job creation in the community and is determined to see new kinds of development—and new kinds of developers—investing in parcels of opportunity located in the Cleveland Neighborhood.

In the words of Robert Penn Warren, "Reality is not a function of the event as event, but of the relationship of that event to past, and future, events." For this reason, we began this study with a comprehensive literature review of past plans in the community, read through past Community Development Committee meeting notes, and studied historic records on the Penn and Lowry Corridors. This brought us seamlessly into the second phase of the project, in which we analyzed the current demographic, economic, and political context of the Neighborhood. Thanks to interviews with community members, leaders of local nonprofits, and City staff members, we then launched into a complete review of relevant case studies in corridor redevelopment, community cooperatives, and organizations that work locally in community economic development. In Phase 4 we looked extensively at the Penn Avenue Community Works project and the proposed Bus Rapid Transit line for Penn Avenue, and synthesized key aspects of these plans into our report to inform next steps.

In light of our findings, we recommend a unique refocusing of the Cleveland Neighborhood Association's role in doing community development. We see them as embodying four key roles, supported by a collection of tools and resources for successful implementation of future development:



Cultivator—Position Cleveland residents to exercise power, agency, and control over development decisions and outcomes.



Educator—Teach up to policy makers and out to the community on promising development opportunities.



Matchmaker—Create connections between business owners, developers, and entrepreneurs with parcels appropriate for proposed developments.



Advocate—Promote community identity and ensure that development upholds that vision.

By focusing on the community priorities and development values, using these four key roles to guide managing development opportunities, and promoting unique community and co-ownership business models, Cleveland Neighborhood will be successful in not only making development "work" for the community, but will also be truly *for* the community.

THANK YOU!

We would not have been able to develop this report, recommendations, and supporting tools for the Cleveland Neighborhood without the generous support of many organizations and individuals.



We are grateful for the support we received from:

- Cleveland Neighborhood Association
- Humphrey School of Public Affairs
- Neighborhood Residents
- Community Development Committee
- City of Minneapolis
- Hennepin County Community Works
- NorthEast Investment Cooperative
- Ancestry Books
- NEON
- And many more!

We would like to give a special thanks to Neeraj Mehta and Arian Fine for giving us support and direction throughout this project.

Our hope is that our recommendations and tools will help the Cleveland Neighborhood Association and the residents of Cleveland Neighborhood successfully pursue community-driven development.

Sincerely,

Ashley Foell, Katrina
Nygaard, Erin Olson +
Andrew Tran

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Penn and Lowry Avenue Corridor Equitable Revitalization

MISSION STATEMENT

The overarching mission of the Penn Lowry Avenue Corridor Revitalization approach is to bring new activity, construction, and investment into the Cleveland Neighborhood of North Minneapolis along these important corridors, tapping community assets and vibrancy that currently exist. This study will identify sites that are ripe for redevelopment and create community-driven proposals for future development on each parcel of opportunity.

The components of this mission are threefold:

1. To compile, synthesize, and update previous planning, community research, and community perspectives on how to improve and revitalize the corridor;
2. To summarize feasible opportunities for development along the corridor and implement a plan for attracting development;
3. To identify creative strategies for progress toward realization of the Neighborhood's vision for the corridor utilizing best practices in equitable community development.

EQUALITY VS. EQUITY

The ideal of equal access is central to the American democratic system, holding that all people deserve equal opportunity to influence their communities and benefit from living in a strong, positive society. However, when a society is stratified with groups that experience extreme disadvantage as opposed to others with prominent advantages and privileges, the promise of equal access fails. When some are excluded or lack the skills or training to participate or engage fully in public life and planning, remedies toward historic injustices must be pursued. Equity, then, commits resources and opportunities for influence to groups that have been marginalized in order to level the playing field.

EQUITABLE COMMUNITY DEVELOPMENT

We composed a working definition of equitable community development for the Cleveland Neighborhood based on current perspectives on equity among planners and reflection on meetings with groups of Cleveland Neighborhood residents.

Equitable community development is the focusing of community planning and development around



Image Source: Cleveland Neighborhood Association.

Equality = Sameness

Equity = Fairness

community-identified strengths and desires. Part of recognizing historic patterns of discrimination against people and communities in North Minneapolis along lines of race, income, class, and tenure. Equitable development places the highest value on ensuring that all members of the community benefit from the decisions made that shape their neighborhood.

Previous efforts to develop commercial corridors within the Neighborhood have failed because they were often distant from the needs and desires of community members, lacked creativity, or were not economically attractive to developers. The approach of this report is to begin first with the history of the community and insights of community members, then layer this knowledge onto plans for the Penn and Lowry corridors, while keeping in mind where the community has been and where it wants to go. The toolkit at the end of this report provides materials for the Cleveland Neighborhood Association to use in their work with community members, and to offer developers a menu of possible investments that would be supported by community members.

NEIGHBORHOOD PRIORITIES

In collaboration with community members, the Cleveland Neighborhood Association (CNA) identified ten neighborhood priorities in 2014 to guide future planning and community engagement in the Neighborhood.

1. **Cleveland Park** - The park is an important central meeting place and physical connector for the bustling Penn-Lowry intersection to Lucy Laney School and the residential portion of Cleveland Neighborhood. Improved park safety, design, and connectivity to the surrounding community are top priorities for residents.
2. **Lucy Laney School** - The school, with a new master plan completed in 2009, hosts 7,000 K-8th grade students each day. The Cleveland Neighborhood wishes to build deeper connections with the families of the school and find ways to engage them outside of the classroom.
3. **Penn and Lowry Intersection** - This intersection has been a node of multiple planning efforts over the past 20 years. An abundance of vacant and city-owned lots—coupled with future Bus Rapid Transit and the Penn Avenue Community Works project—make this a strategic area of focus for future revitalization efforts.
4. **Neighbor Engagement** - While a good number of households are active in the Cleveland Neighborhood, many families are still not connected to their blocks, neighbors, or broader neighborhood in meaningful ways. CNA has committed to finding new ways to create connections between neighbors.
5. **Landlord Accountability** - Concerns over landlord maintenance of rental housing has been a central concern of residents and CNA.
6. **Community Gardening** - The community is committed to supporting healthy diets, and sees urban gardening as a strong approach to building a healthy and socially-connected Neighborhood.
7. **Connecting Seniors** - With a dramatically-aging population, the Neighborhood is committed to creating opportunities for seniors to connect with people in the community and have more opportunities to age in place comfortably.
8. **Safe Community** - Increasing safety is a central priority of the Neighborhood, with both social and physical implications.



Lowry Cafe, Penn and Lowry, 2015

Image Source: <http://www.tcdailyplanet.net/images/north-minneapolis-then-and-now-1>

Equitable Community Development:
The focusing of community planning and development around community-identified strengths and desires.



Paradise Market, Penn and Lowry, 1957

Image Source: Minnesota Historical Society

9. Jobs - Referrals, networking, and an employment training center are at the focus of CNA's plan, and the association is particularly attuned to helping residents develop the skills necessary for their desired work.

10. Local Commerce - Finally, the Neighborhood has an explicit preference for local businesses and supporting already-present commercial properties.

Of these priorities, three are directly related to the planning and economics of the Neighborhood: Cleveland Park, the Penn and Lowry Intersection, and Local Commerce. While all Neighborhood priorities are addressed in this report, it was these three physical aspects that were most prominently highlighted in the toolkit accompanying this report.



Image Source: Cleveland Neighborhood Association

Glossary of Terms and Acronyms

ADU – Affordable Dwelling Unit
AHS – American Housing Survey
AIOIC – American Indian Opportunities Industrialization Center
AMI – Area Median Income
CDBG – Community Development Block Grants
CDC – Community Development Corporation
CDI – Corridor Development Initiative
CDS – Cooperative Development Services
CHDO – Community Housing Development

Organization (non-profit housing provider receiving minimum of 15% HOME Investment Partnership funds)

CNA – Cleveland Neighborhood Association

Co-op – Cooperative

CPD – HUD Office of Community Planning and Development

CPED – Community Planning and Economic Development - City of Minneapolis

CPU – Cost Per Unit

DUP – Duplex

FMI – Family Median Income

FMR – Fair Market Rent

HCV – Housing Choice Voucher, also called a Section 8 Voucher

HFA – Housing Finance Agency

HOME – HOME Investment Partnerships Program

HUD – U.S. Department of Housing and Urban Development

IPO – Initial Public Offering

LIHTC – Low Income Housing Tax Credit, also called Section 42 Housing

LEHC – Limited Equity Housing Co-operative

LISC – Local Initiatives Support Corporation

LLC – Limited Liability Corporation

MCCD – Metropolitan Consortium of Community Developers

MFH – Multi-Family Home

MMDC – Midwest Minnesota Community Development Corporation

MOU – Memorandum of Understanding

MPI – Market Potential Index

NACDI – Native American Community Development Institute

NBD – Neighborhood Business District

NCP – New Communities Program

NDC – Neighborhood Development Center

NEIC – Northeast Investment Cooperative

NEON – Northside Economic Opportunity Network

NHTF – National Housing Trust Fund

NSP – Neighborhood Stabilization Program

PACW – Penn Avenue Community Works

PHA – Public Housing Authority

PRA – Property-Based Rental Assistance

RCA – Riverwest Cooperative Alliance

RFI – Request for Interest

RFP – Request for Proposals

SFH – Single Family Home

SWOT – Strengths, Weaknesses, Opportunities, and Threats Analysis

TOD – Transit Oriented Development

VPD – Vehicles Per Day



SECTION ONE

HISTORICAL CONTEXT

1.1 Neighborhood and Business History

1.2 Development History of the Cleveland Neighborhood

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran



Neighborhood + Business History

PENN + LOWRY: A HISTORIC BUSINESS CENTER

Since the mid-twentieth century, the intersection of Penn and Lowry has been an economically vibrant business node. Historically, the Penn and Lowry corridors served as main streets for the community with a concentration of business activity focused at their crossing. From the 1950s through the 1970s, these corridors were exceptionally active, with a variety of shops, restaurants, and services concentrating close to the intersection. At this time, there were over 50 active businesses within the Cleveland Neighborhood. In addition to private businesses, the corridor housed numerous public and community institutions such as the Grover Cleveland School and Public Library, a YMCA branch, a post office, and numerous churches.

By the 1990s, many of the businesses along Lowry Avenue had closed down. Where 20 or more businesses were previously located along Lowry, only 12 remained in 1993. Despite these changes Penn remained a viable corridor. Today, many businesses have closed down along both corridors and there are sizeable plots of vacant land at the intersection of Penn and Lowry that are ripe for development. The local community is passionate about local businesses, much like the historic character of the intersection, as well as development that has happened at the southwest corner of the intersection. Future development should consider the needs of the community and its desires to create a viable community business node.



DeMille Filling Station, 1934



Grace Methodist Church, 1951



Paradise Market, 1958

Image Source for all Photographs: Minnesota Historical Society



Jackie Ann Hair Stylists, 1957

Development History

INTRODUCTION

The following previously prepared studies, reports, and guiding documents were reviewed and analyzed to gain a holistic sense of the historical context of the Cleveland Neighborhood and the segment of Penn Avenue bounding the east side of the Neighborhood. The importance of the visioning and planning of the past 20 years is particularly important today, as the area faces new planning for a significant BRT line and an upcoming RFP for County-owned lots at the Penn-Lowry intersection.

OUTLINE OF EVENTS AND PREVIOUS STUDIES

Previous studies and important events impacting the Cleveland Neighborhood or Penn Ave include:

1920

- *Theodore Wirth's Park System Plan*

1963

- The Cleveland Neighborhood Association was founded

1983

- Largest phase of construction in the study area since 1900

1996

- Penn and Lowry Avenue Corridors Revitalization Project Phase II created a work program for redevelopment

1999

- Lowry Avenue Community Works was established

2002

- *Cleveland Park Community Design*, CNA
- *Lowry Avenue Corridor Plan*, Hennepin County

2005

- Phase I of Lowry Avenue Corridor reconstruction began (per 2002 Corridor Plan)

2006

- *Northside Asset Mapping*, OBCED
- Penn Lowry Crossing acquired and developed by Wellington Management

2007

- *Penn & Lowry Mayor's Great City Design*, AIA
- *North Minneapolis Market Study*, MJB Consulting
- *Master Plan for Lucy Laney School*, University of Minnesota

2009

- Completion of Lowry Avenue Corridor reconstruction and streetscape improvements (per 2002 Corridor Plan)
- Complete Streets Policy adopted by Hennepin County, Penn Avenue was selected
- *City of Minneapolis Design Guidelines for Streets and Sidewalks*
- Lowry Avenue Bridge construction began

2011

- *Hennepin County 2030 Comprehensive Plan Update*
- *Minneapolis Master Bicycle Plan*
- *CURA North Minneapolis Housing Market Index*
- *Lowry Strategic Plan*, City of Minneapolis
- *Lowry Avenue North Market Study*, First Draft, Engel, J. and Striffler
- Lowry Avenue Bridge completed

2012

- *Lowry Avenue North Market Study*, Final Draft, Engel, J. and Striffler
- Penn Avenue Community Works was established

2013

- *Penn Avenue Community Works Equitable Development Report*, University of Minnesota
- *Metropolitan Council Fair Housing and Equity Assessment*

2014

- *Lowry Avenue West Gateway Options*, Hennepin County
- *Grow North!*, City of Minneapolis
- *Penn Avenue Community Works: Vision and Implementation Framework*, Hennepin County



Schematic Design for Cleveland Park

Image Source: Planning for the Future of Cleveland Park (2002)

ELABORATION ON KEY STUDIES

Lowry Avenue Corridor Plan *Maxfield Research Inc. (2002)*

The 122-page 2002 plan for Lowry Avenue emphasizes a need to make Lowry Avenue “more attractive and livable” (pg. 27). It recommends developing public transit options as a means for improved job access, creating civic spaces linked by bicycle and pedestrian paths, and developing key nodes where important community services, retail, and office space are co-located.

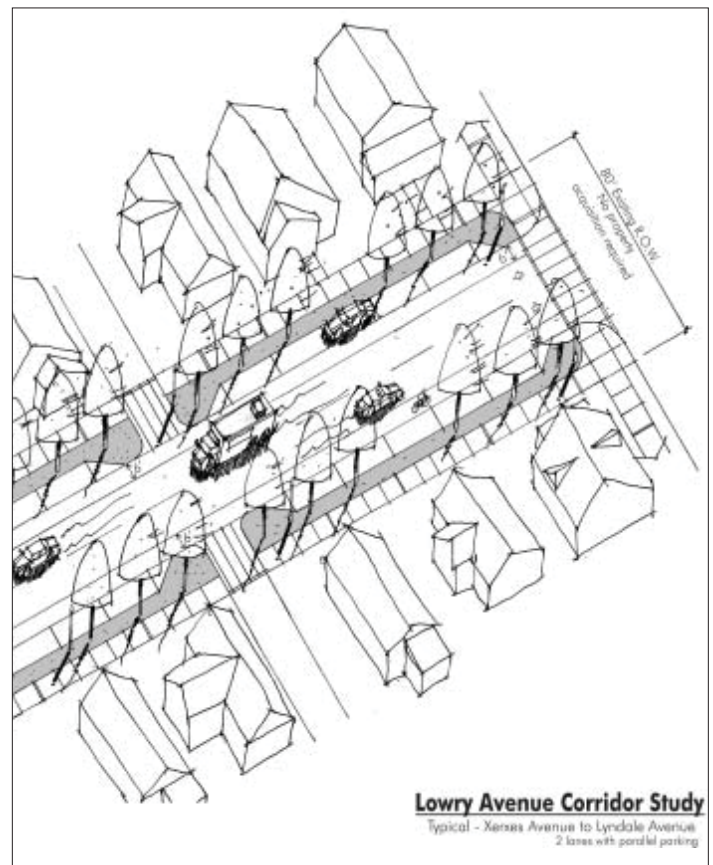
Proposed roadway improvements include widening Lowry Avenue to a total of four lanes (two in each direction) with dedicated left turn lanes, widening sidewalks to six to eight feet wide along Lowry, incorporating one-way on-street bicycle lanes in each direction, and acquiring the land on either the north or south side of Lowry between Lyndale Avenue and Central Avenue to accommodate road and sidewalk improvements. On-street parking with landscaped bumpouts were also recommended to provide area businesses with more space for their customers to park.

The key commercial nodes for development were Lowry-Lyndale, Lowry-Central, and Emerson-Fremont, with added recommendations for green space connections near a number of community schools. Workshops were held at schools along the Lowry corridor in February, June, and November 2001 to collect perceptions, preferences, and comments from area residents, including reactions to images of streetscapes. The key issues from those workshops included the “pedestrian and bicycle unfriendly” nature of the streets, including poor lighting and inadequate handicap accessibility (pg. 46).

The market study portion of the report finds that office space is small, old, and of low value. Most building are single-use and have few amenities, and only 10% of the office amenities on the corridor are found west of the Mississippi River. The report includes a comprehensive review of area plans for the corridor back to 1996 and a seamless incorporation of their recommendations, complete with a map (pg 16). When developing a timeline or review of the history of planning in this area, this report should be referenced heavily, as it also incorporates historic community character, environmental analysis, and unique features of this area back to 1886 (see pg. 55 onward).

Planning for the Future of Cleveland Park: A Community Led Vision *Cleveland Neighborhood Association (2002)*

This 2002 plan for Cleveland Park highlights community-inspired possibilities for redevelopment of this small park. The study revealed that the 10-19 year old age group utilizes the park for its basketball courts, playground, or to socialize with friends. Based on survey and focus group feedback, two preferred concept designs were created with prioritized amenities, including new basketball courts and playgrounds, a splashpark, an amphitheater, grills, and food truck parking spaces to improve underutilized spaces. Improving the entry points to the park off of 33rd Ave N and Russell Ave N were additional priorities. Interestingly, the uses that adults thought should be prioritized were often different from what children used or wanted; for example, the existing baseball field is rarely utilized by children, but adults in the community said that baseball leagues should be coordinated in the park. To date, these renovations have not occurred.



Proposal for Lowry Avenue at Xerxes Avenue

Image Source: Lowry Avenue Corridor Plan (2002)

North Minneapolis Asset Mapping and Indicators *University of Minnesota (2006)*

This 2006 preliminary assessment of 15 Northside neighborhoods utilizes an “Asset Based Community Development” strategy to highlight economic, educational, demographic, and cultural community strengths and opportunities native to the communities.

The findings of this study suggest that the youth population in the labor force grew between 1990 and 2000, and that the trend continued into 2006. Employment rates were found to be lower in North Minneapolis neighborhoods than in Minneapolis in general, with a “convincing majority of women in professional roles” (pg. 11). Northside residents working from home grew by 9% from 1990 to 2000, and poverty rates more than doubled.

Through assessment of purchasing power and spending patterns, the authors found that purchases in Northside neighborhoods are spatially concentrated and predominantly for basic household consumption with significant opportunity for growth. The report also contains data on health outcomes and behaviors as reported in a 2002 Hennepin County Survey on the Health of All the Population and the Environment.

Homeless youth surveys and child maltreatment data from 2000 are also present, shown alongside youth and childhood assets on the Northside. Informant interviews of two early childhood organizations, five youth development centers, three economic organizations, and three general youth centers revealed the following key themes: 1) a high level of mistrust broadly throughout the Northside community; 2) Strengths in youth, culture, diversity, future vision, and perceived opportunities for development; and 3) Weaknesses in access to resources, limited transportation networks, scarce medical services or vibrant local businesses, and limited employment opportunities for youth. Interviews revealed strong connections between many Northside organizations and a desire to capitalize on renewed interest in the Northside to market its strengths to the broader Twin Cities region.

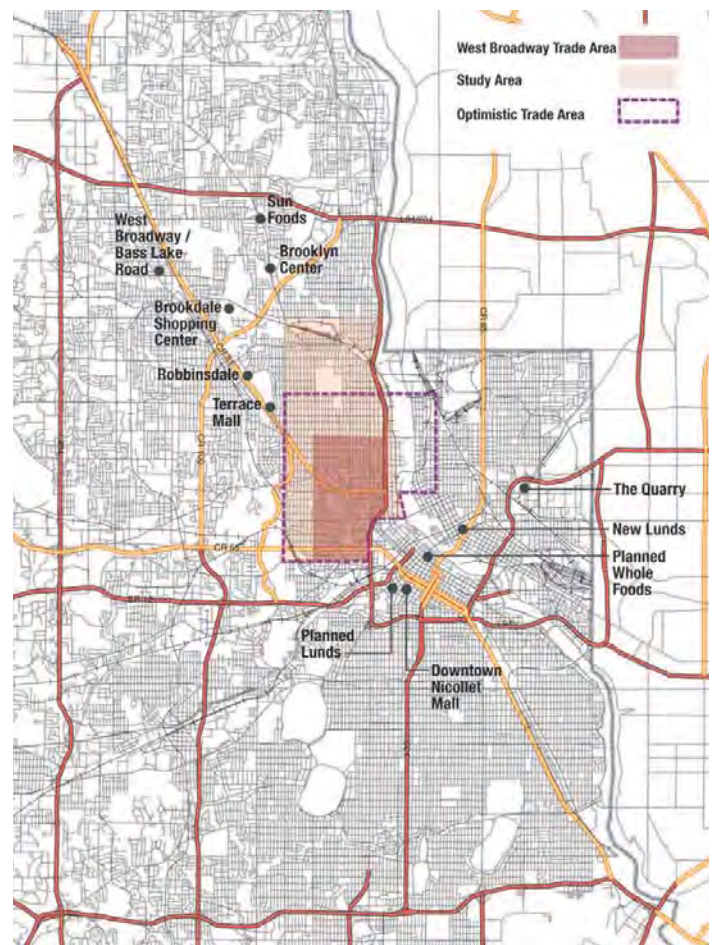
North Minneapolis Market Study MJB Consulting (2007)

This Market Study was prepared for the Northside Neighborhood Alliance in partnership with Northway Community Trust by MJB Consulting. The study provides general retail and non-retail recommendations for several commercial nodes and corridors in North Minneapolis. Specifically for Penn and Lowry, the plan recommends that the node serve as a Neighborhood Business District (NBD). More specifically, it should focus

on convenience goods/services and fast food. They note that sit-down restaurants do not locate in NBDs.

Additionally, the plan recommend that the northwest and southwest corners be open to free market development as opposed to “mom-and-pop” operators. In regards to non-retail opportunities, the consultants suggest the need for future corner spaces that are non-retail. Office use for redevelopment sites has been deemed appropriate by the City of Minneapolis CPED.

Additionally, attracting office uses with growth in minority populations may be challenging, but potential uses include: professional offices that want high visibility, services in demand by new homeowners (interior design/home maintenance), and off campus medical users who want to locate in high-traffic, high-profile areas. Overall the report suggest that new residents with higher incomes are desirable to locate in close proximity to Penn and Lowry.



West Broadway Avenue Trade Area with North Minneapolis Study Area overlaid

Image Source: North Minneapolis Market Study (2007)

Lucy Craft Laney School Campus Redesign Master Plan *University of Minnesota (2007)*

This plan begins with a site inventory explaining everything about the physical composition of the school grounds. The inventory includes information on tree cover, hydrology, geology, and neighborhood history. A SWOT (Strength, Weaknesses, Opportunities, and Threats) analysis of the site was conducted with strengths identified as an onsite rain garden, visibility to the park, and an outdoor classroom. Opportunities for improvement included managing stormwater at 33rd and Penn, integrating arts (mosaics) into grounds, and partnering with local community groups.

An extensive stakeholder analysis was conducted, which identified major stakeholders and the potential role they would play in the redevelopment of the school grounds. Groups identified included the Minneapolis Public School District, the Cleveland Neighborhood Association, the City of Minneapolis, and other non-profit organizations. Landscape planning precedents from around the City were also identified in order to inform his design.

From the analyses and meetings with stakeholders, five key goals were identified for redevelopment including 1) Sustainability; 2) Safety; 3) Accessibility; 4) Active and engaged learning; and 5) confluence (pg. 24). Specific design ideas to achieve each of these goals were outlined. Site plans, sketches, and renderings (presented at a neighborhood open house) were presented to bring the five goals to life. Finally, a timeline and action steps were included to implement the approved master plan (pg. 33).

A Vision for the New Penn & Lowry *In collaboration with Mayor R. T. Rybak's Great City Design Team (2007)*

The vision for the Penn and Lowry intersection as envisioned by Mayor R. T. Rybak's Great City Design Team emphasizes human-scale communities with an eye for design and vibrant public spaces. The 15-month community design process resulted in two preferred schemes for redevelopment of the space. The schemes have a goal of emphasizing linkage from the intersection to Cleveland Park, passing between two apartment complexes lining Penn and Queen. Plaza space connecting an active business node to the park was the central recommendation made by community members.



Planning for Lucy Craft Laney School

Image Source: Lucy Craft Laney School Campus Redesign (2007)



Tour of Lucy Craft Laney School Grounds

Image Source: Lucy Craft Laney School Campus Redesign (2007)



Proposal for Redevelopment of Penn and Lowry

Image Source: A Vision for the New Penn & Lowry (2007)

Proposal for Retail Real Estate Services

Prepared for Lowry Avenue North

Cushman & Wakefield/NorthMarq Real Estate Services (2012)

This study focuses on Lowry Avenue, between Victory Memorial Drive and the Mississippi River to identify opportunities for underutilized real estate along the corridor. The market study is supplemented with key stakeholder interviews.

One identified opportunity is to brand the area as Northwest Minneapolis “with real estate characteristics unique from the balance of North Minneapolis” (pg. 8). Presently, a large portion of goods and services are being obtained outside of the trade area. There is a particular need for goods and services related to daily needs. Page 13 includes a map of the trade area defined as a “geographic area where more than 80% of the demand for local goods and services are generated.” However, the study area is much larger and encompasses the Brookdale, Robbinsdale, and Crystal areas because local residents are shopping outside the trade area for basic goods and services.

The intersection of Penn and Lowry sees around 15,200 vehicles per day (vpd), which is only second to Penn and Broadway (20,700 vpd). The trade area was divided into four quadrants with Penn and Lowry as the center to better illustrate demographic data. The Northwest quadrant is the most affluent (81.28% owner occupied), while the Southeast quadrant is the least affluent (34.38% owner occupied). Some other important findings include:

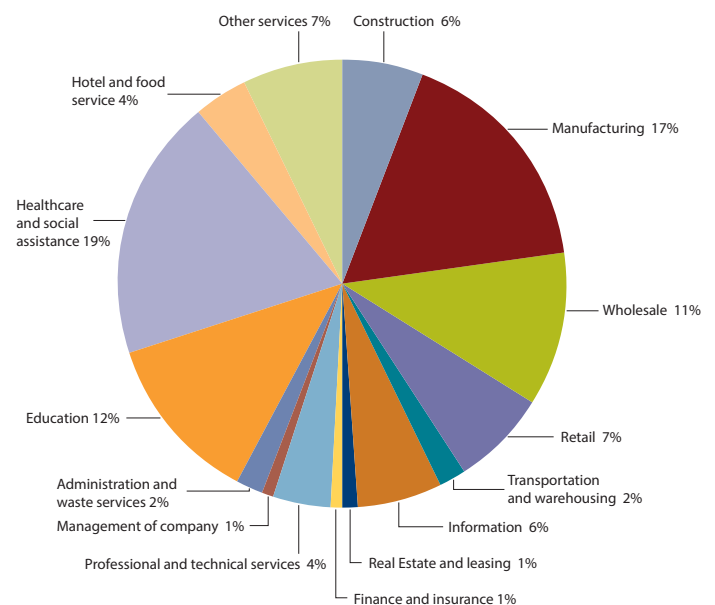
- The total demand, or retail potential, of the trade area is \$400,663,653.
- The total supply within the trade area is \$219,702,714, which means that \$180,960,939 of demand is being met outside the trade area.
- “The Lowry Avenue corridor is the second most travelled commercial corridor in Northwest Minneapolis” (pg. 19).

Recommendations include:

- The Penn and Lowry intersection should be the first priority
- Leverage investment from Hawthorne EcoVillage for the Lyndale and Lowry intersection
- Utilize existing building stock for low cost opportunities
- Address safety concerns by putting more eyes on the street
- Attract strong local businesses and retailers,
- Local agencies and organizations should collaborate

Tactics for implementation include:

- Hiring a business development leader and creating an advisory board
- The Cushman & Wakefield/NorthMarq team offered to train the development team to better acquaint them with the spatial database and value proposition
- Solidify a vision by developing an evidence-based plan
- Rebrand the area and market for prospective tenants
- Obtain the Hennepin County land at Penn and Lowry
- Identify sites for light industrial development parks
- Market to Minnesota Commercial Association of Real Estate/Realtors (MNCAR) and other pre-qualified developers
- Build collaboration with underrepresented residents
- Reposition Bremer Senior Housing as a strategy for stabilizing the housing stock
- Initiate medical office building development
- Streamline the City process to eliminate expense and obstacles
- Leverage the Community Reinvestment Act to seek banks and national businesses who are interested in generating positive community relations



Employment Sectors in North Minneapolis

Image Source: Grow North! (2014)

Penn Avenue Community Works Report *University of Minnesota (2013)*

Commissioned by Hennepin County through coursework at the Humphrey School, a group of students provided an in depth study of the Penn Avenue Corridor, from the future Southwest LRT station at I-394 to Osseo Road and 49th Avenue North. The focus area included ten neighborhoods: Bryn-Mawr, Cleveland, Folwell, Harrison, Jordan, Near-North, Victory, Webber-Camden, Willard-Hay, and Shingle Creek.

In a demographic summary of all neighborhoods, Cleveland and Victory were found to have higher median incomes, and receive less public assistance than the other neighborhoods in the study. The report provides an extensive overview of all upcoming developments and almost 30 plans within their focus area. The most relevant plans to Cleveland neighborhood include: the Minneapolis Lowry Avenue Strategic Plan and the Hennepin County Lowry Avenue Plan. The Minneapolis Plan suggests new developments near Penn and Lowry be two or more stories and mixed-use. However, some residents are noted to be wary of large scale, high-density development due to the prevalence of single-family homes in the area. This concern may be alleviated if there is a way to create a smooth transition between building types.

The Plan summary also mentions the need for improved connectivity between Lowry Avenue, Victory Memorial Parkway, and Theodore Wirth Parkway; in addition, crosswalks and pedestrian infrastructure need improvements. After the plan review section, a toolkit is provided for successful equity-driven community development along the Penn Avenue Corridor (starting on pg. 41). The report finishes with seven strategies for equitable development along the corridor: 1) Advance economic development strategies; 2) Provide a variety of housing; 3) Understand and respond to local context; 4) Enhance mobility, connectivity, and accessibility; 5) Solicit meaningful community engagement in the planning process; 6) Develop healthy, safe, and sustainable communities; and 7) Pursue environmental justice.

Grow North! Plan *City of Minneapolis (2014)*

GrowNorth! is a guide for businesses considering locating in North Minneapolis, which includes general resources, information on business financing, and connections with the City of Minneapolis CPED. The report begins with a chapter on why businesses should consider locating in North Minneapolis. It sites proximity to Downtown, lower land costs, an educated workforce, and access to transportation (plane, freight, highways, transit, and bike paths) as major

incentives for businesses to locate in the community. It also speaks to the livability of the community including access to parks, arts venues, and affordable housing. These amenities serve both the business and its future employees.

The report explicitly states that CPED will assist in the location of businesses in the neighborhood through providing a business consultant and holding workforce recruiting and training events. The report continues by describing the zoning, land use, and current sectors of industry present in the area. Case studies of successful businesses round out the remainder of the chapter.

The report concludes with requirements and resources for potential businesses including:

- Available grants (brownfield, redevelopment, innovation, TOD)
- Tax credits, loans, and rebates
- The GrowNorth! Package: provides numerous incentives such as forgivable loans, workforce trainings and homeownership resources in exchange for the creation of jobs for North Minneapolis residents and the construction of “green” facilities
- Connections to local business development groups (including Lowry Corridor Business Association)

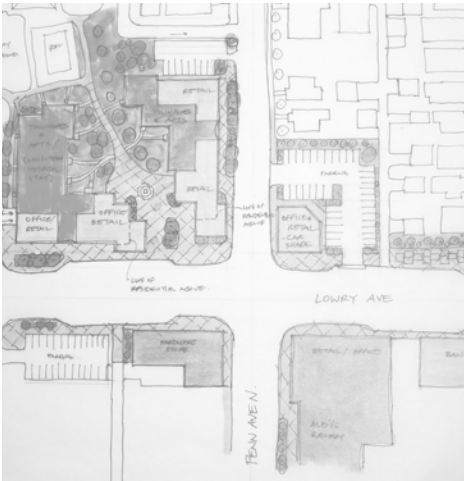
Lowry Avenue West Gateway Options *Hennepin County (2014)*

This brief set of sketches shows three possible gateways to Lowry Avenue West as imagined by landscape architects in 2004 and 2007. The 2004 design focuses on use of brick pillars and tree-shaded sidewalks to mark entry to the neighborhood. The two sketches from 2007 utilize a mixture of bricks, arched weathered steel, and landscaped berms to act as a gateway from the river into the Northside. It is unclear the degree to which community input is reflected in these designs.



A sketch from Lowry Ave West Gateway Options

Image Source: Lowry Avenue West Gateway Options (2014)



SECTION TWO

CURRENT CONTEXT

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran

2.1 Demographic Assessment

2.2 Property Assessment

2.3 Economic Assessment

2.4 Political Context and Future Development



Demographic Context

Relying on analysis by ESRI, Inc. and data from the 2008-2012 American Community Survey (ACS), this section analyzes the demographics of the Cleveland Neighborhood. Because of the difficulty of matching demographics to political boundaries, the analysis was completed by analyzing a one mile radius from 35th Street and Thomas Avenue, at the center of the neighborhood.

POPULATION

Within Cleveland, there are 21,636 people, part of 7,698 households. The neighborhood is racially mixed and is home to many different ethnic groups. Of the neighborhood's residents, Caucasian is the primary racial group, comprising 47.3% of the population (see Table 2.1 and Figure 2.1).

Table 2.1: Racial and Ethnic Composition of the Cleveland Neighborhood

| Race or Ethnic Group | Percent of Population | Number of Residents |
|---------------------------|-----------------------|---------------------|
| Hispanic* | 7.1% | 1,536 |
| White (non-Hispanic) | 47.3% | 10,234 |
| Black or African American | 33.7% | 7,291 |
| American Indian | 1.1% | 238 |
| Asian | 10.2% | 2,207 |
| Some Other Race | 3.4% | 735 |
| Two or More Races | 5.7% | 1,233 |

Source: U.S. Census Bureau, American Community Survey (ACS) 2008-2012 estimates. *Hispanic is an ethnic group, which overlaps with racial groups listed here.

Figure 2.1: Racial Groups in Cleveland

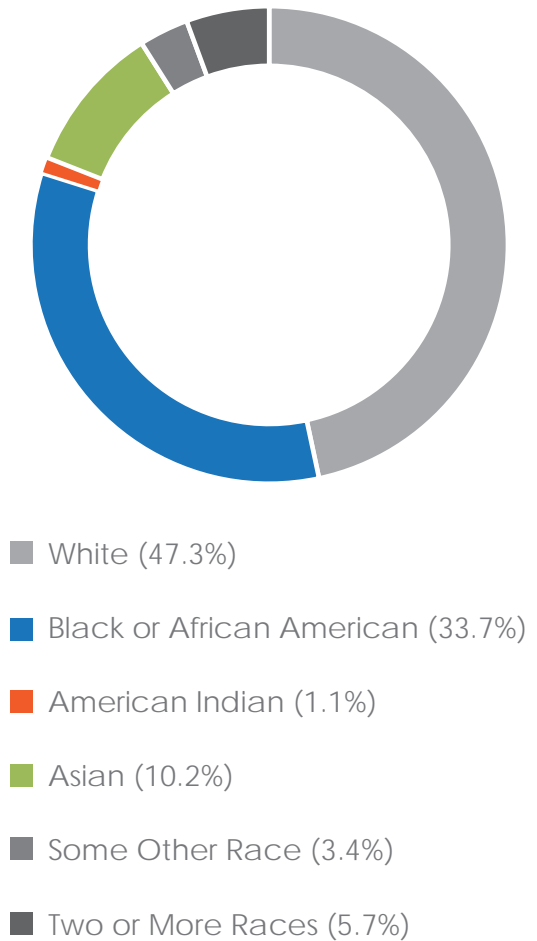
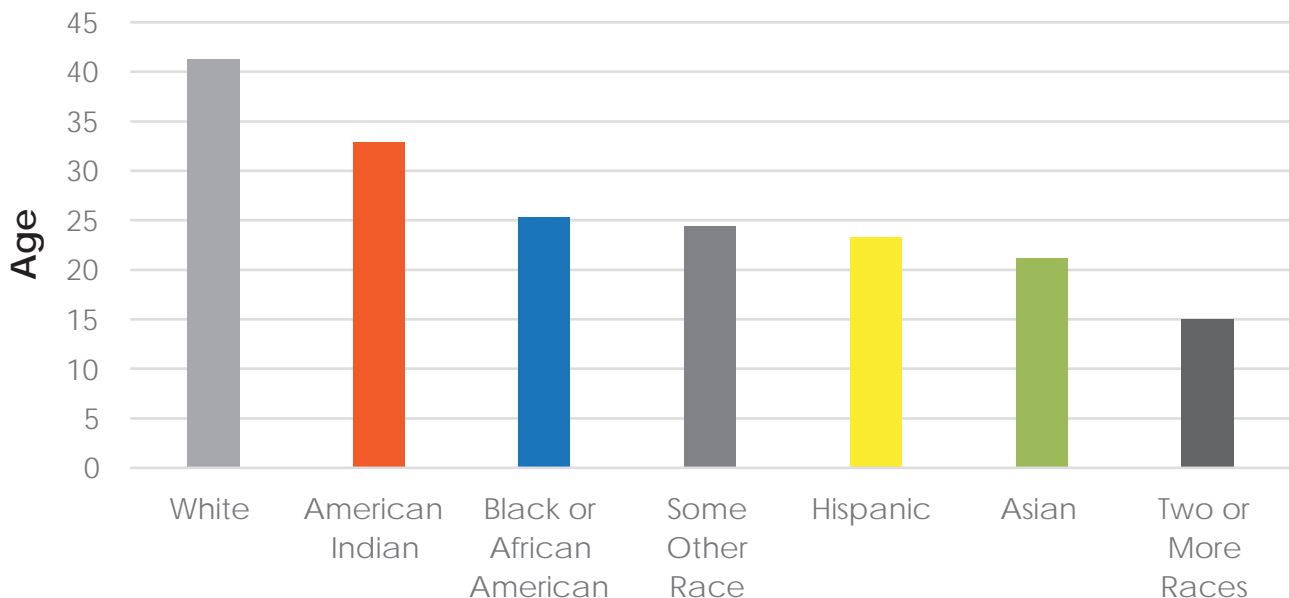
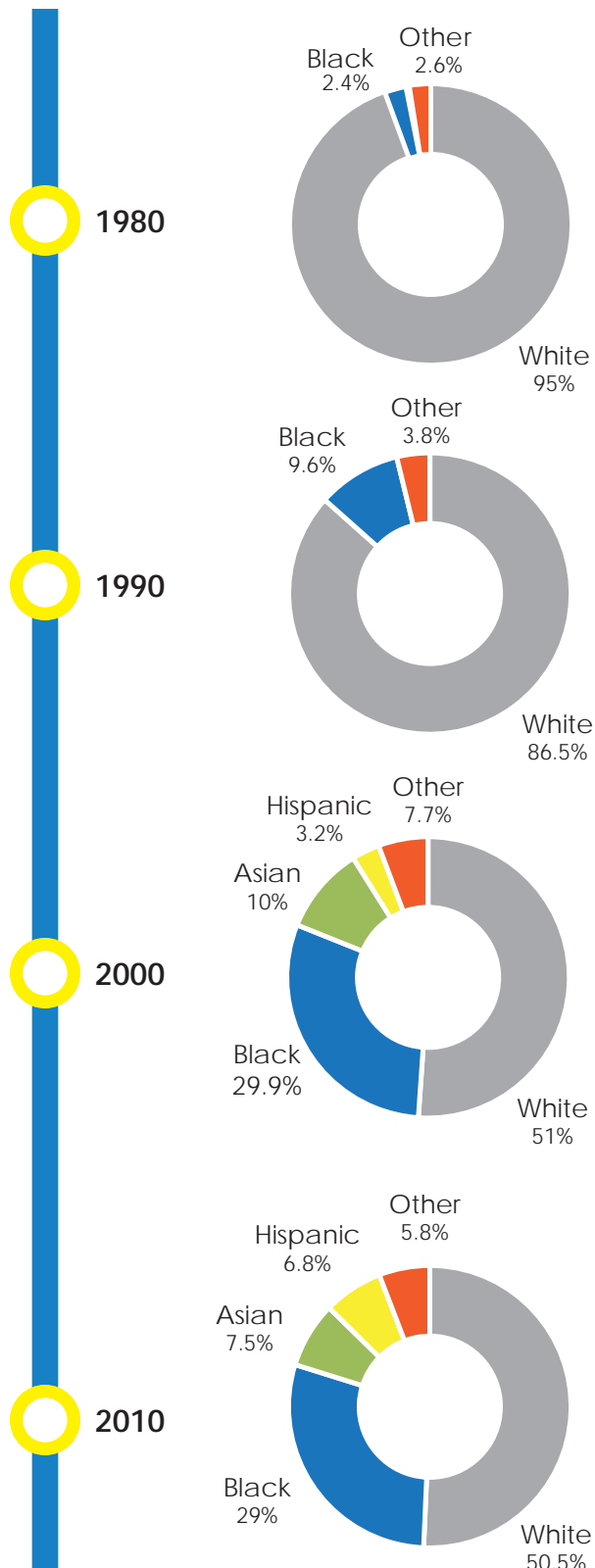


Figure 2.2: Age Distribution by Race or Ethnicity



Change in Demographics between 1980 and 2010

Figure 2.3: Timeline of Racial Composition of the Cleveland Neighborhood



Historically, Cleveland was a Predominantly White neighborhood with **95% White population in 1980**

Between **1980** and **2000**, the population of People of Color grew by **46%**

Source: U.S. Census Bureau 2010 decennial census, Minnesota Compass. *Here, Hispanic has been separated from the racial groups, and White refers to "non-Hispanic Whites."

AGE STRUCTURE

The median age in the community is 32.1 years old, though there is a lot of age diversity within the neighborhood, particularly across different racial groups. White residents tend to be much older than other racial groups in the community. Of residents over 50 years old, 67.9% are White and 23.4% are Black. By 2019, this median age is projected to increase to 33.1 (Esri 2014 Market Data). This suggests two potential shifts in the neighborhood. First, there will be a larger elderly population, particularly represented by White residents. Second, given the young cohorts within the Asian, Hispanic and multiple races groups, the neighborhood will continue to become more diverse. Planning and development challenges associated with aging in place and a more diverse population may be critical in the coming decades.

INCOME

Based on estimates from the 2009-2013 ACS, the median household income in the Cleveland Neighborhood is \$53,882. The mean income is slightly higher, \$62,068, suggesting a few outlying households with much higher household income. Per capita income is higher for White individuals than any other race or ethnic group, at \$28,812 for White non-Hispanic individuals as compared to only \$12,385 for Hispanic individuals.

18% of households in the community are below the poverty level. Of these households, the most common type is a family household with a female head (no male present), comprising 7.5% of households. Black and African American households are the most likely to be living below the poverty line, with 39.5% in poverty by 2013 estimates. Many households in the community receive some sort of public assistance.

EMPLOYMENT

The unemployment rate in Cleveland was 11.4% by 2009-2013 ACS estimates, with a nearly equal number of men and women in the labor force. Unemployment is slightly higher for men than women. The Hispanic population is fully employed, but the Black and African American population has an estimated unemployment rate of 26%. Among the civilian labor force 16 years and over, 48.4% worked full-time, year-round, and 24.4% worked part-time or seasonally.

EDUCATION

Educational attainment is mixed in the Cleveland Neighborhood, with over 90% of residents over 25 having completed high school and 35.7% holding a bachelor’s degree or higher (see table x). Across Minnesota, 37% of adults have completed an associates or bachelor’s degree program.

Figure 2.4: Public Assistance in Cleveland

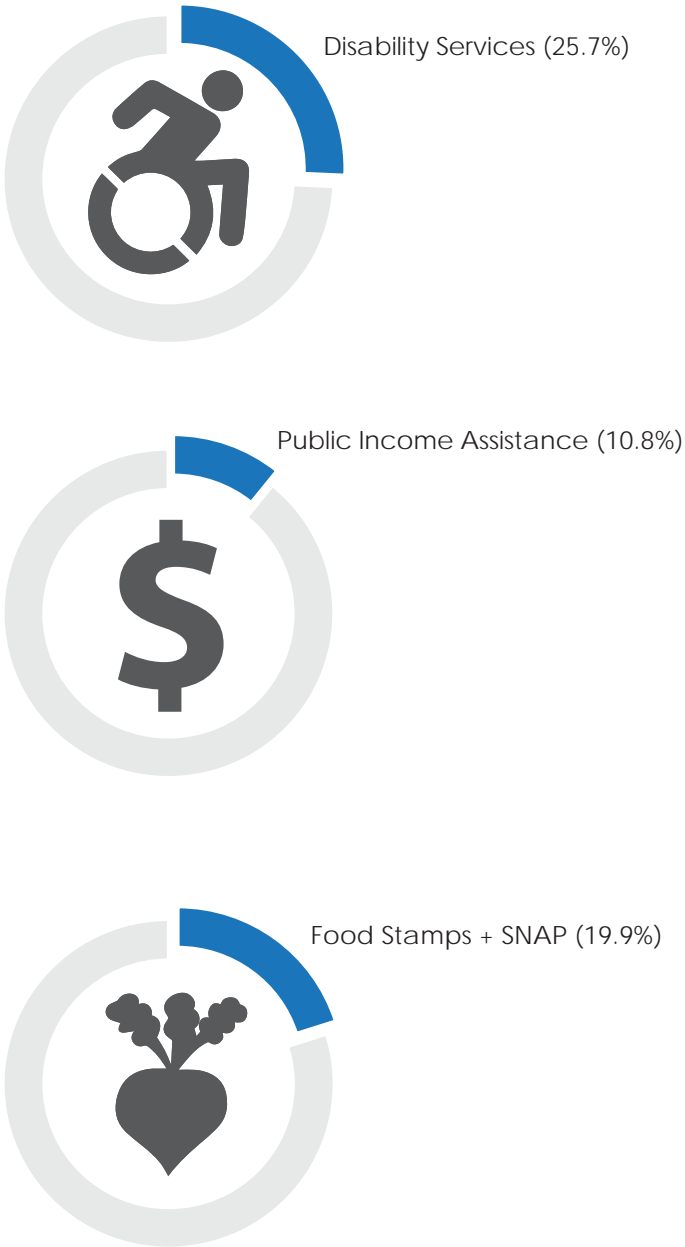


Table 2.2: Educational Attainment

| Degree or Level of Education | Percent of Households |
|------------------------------|-----------------------|
| High School Diploma or GED | 25.6% |
| Some College, Associates | 31.0% |
| Bachelor’s Degree or Higher | 35.7% |

Source: U.S. Census Bureau, ACS 2009-2013 estimates

HOUSING TENURE

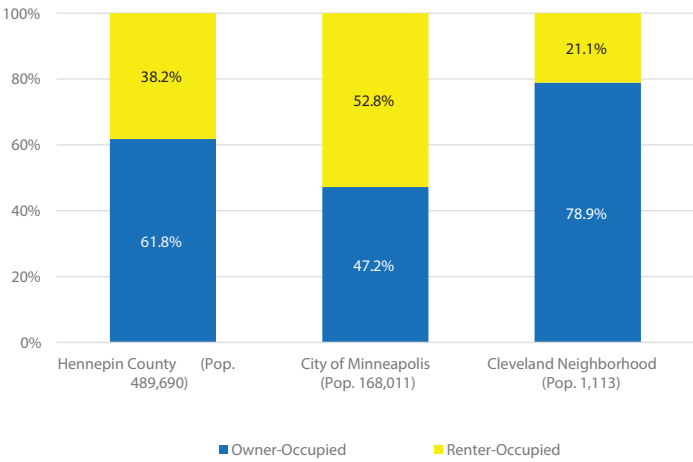
Data for tenure are from American Community Survey 2013 (1-year estimates and 5-year estimates), and homestead tax credit and ownership data are from Hennepin County parcel data (updated on February 12, 2015).

Census Tract 1007 was used to retrieve census data because it matched almost exactly to the Cleveland neighborhood. Nearly 79% of the housing units are owner occupied (ACS 2009-2013), which is much higher than the Minneapolis and Hennepin County proportions at 47% and 62% respectively (ACS 2013).

Approximately 3.3% of the properties are publically owned and 96.4% are privately owned. The taxpayer data provided by Hennepin County indicates that 16.4% of the parcel taxpayers live outside of Minneapolis, 3.1% of which live outside of the state.

As a comparison homestead tax credits were analyzed down to the survey area level. As seen in Figure 2.5, the numbers vary from the census data. However, it is still clear that Census Tract 1007 and the survey area have comparable, if not higher homeownership rates as compared to the City and County.

Figure 2.5: 2009-2013 Tenure Estimates



Source: U.S. Census Bureau, ACS 2009-2013 estimates



Street Elevation of Cleveland Properties along Penn Avenue

Image Source: Photo by authors

Land Use and Zoning

Bounded on the East and South by two major commercial corridors (Penn and Lowry Ave), Cleveland is predominantly a residential neighborhood with 89.2% of its parcels designated as residential land use. Conversely, only 5.7% of the parcels are zoned for commercial activity, which limits commercial development opportunities. While the large ratio of residential to commercial land uses can be interpreted as limitation and restriction on development opportunities, it also means that there are several services and amenities Cleveland residents satisfy outside of the neighborhood.

Cleveland has a large demand for services and amenities, but a small supply of commercial land uses.

Figure 2.8: Land Use in the Cleveland Neighborhood

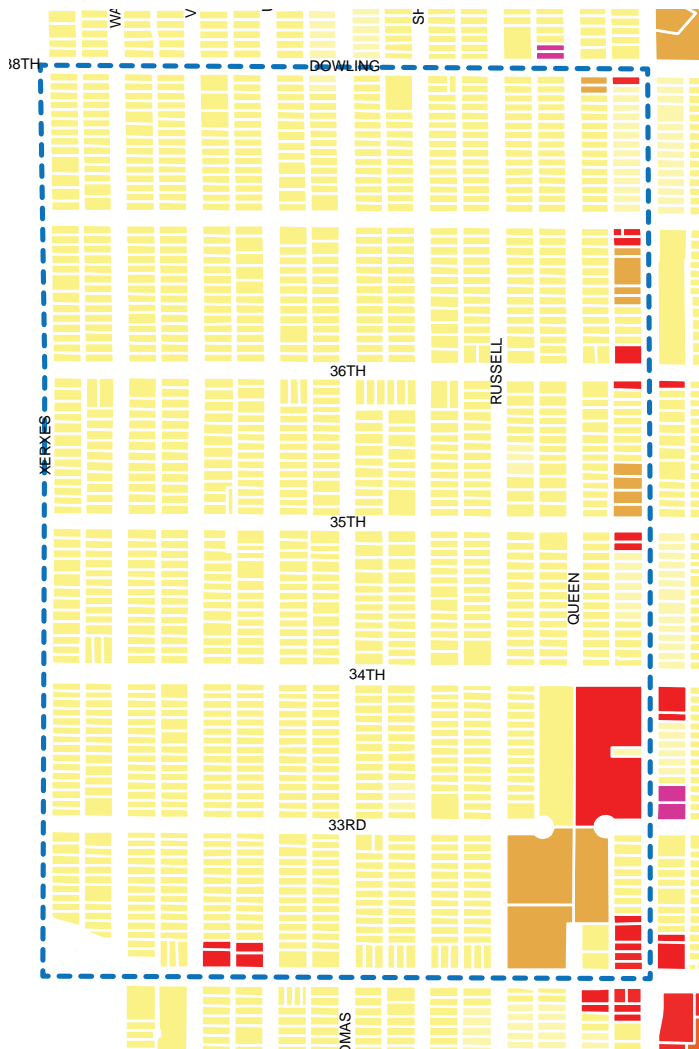


Figure 2.9: Land Use Composition of the Cleveland Neighborhood

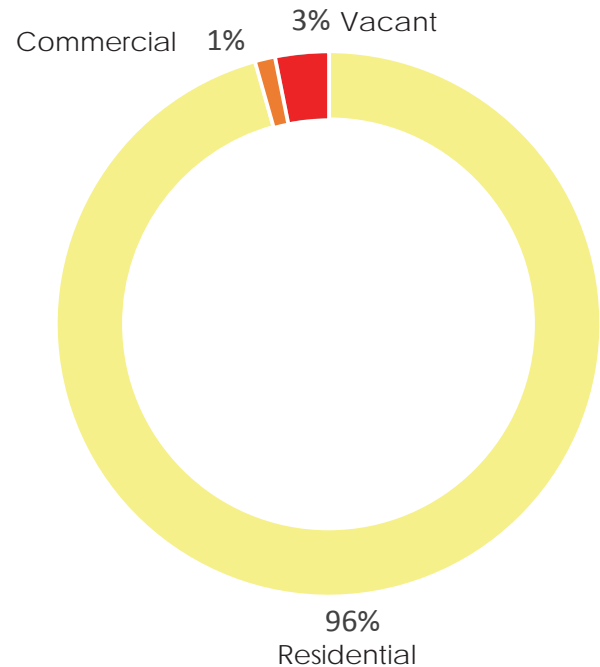


Table 2.10: Land Use Composition of the Cleveland Neighborhood and Map Key

| | # of Parcels | Area (Acres) | % of Cleveland (Parcels) |
|--------------------------------|--------------|---------------|--------------------------|
| Residential | 1194 | 149.28 | 95.7% |
| Apartment | 9 | 1.66 | 0.7% |
| Disabled | 2 | 0.27 | 0.2% |
| Disabled Joint Tenancy | 1 | 0.12 | 0.1% |
| Double Bungalow | 31 | 4.35 | 2.5% |
| Housing - Low Income > 3 Units | 2 | 0.24 | 0.2% |
| Resd'l Misc & Bed & Breakfast | 1 | 0.12 | 0.1% |
| Residential | 1147 | 144.06 | 91.9% |
| Triplex | 1 | 0.12 | 0.1% |
| Commerical | 15 | 9.46 | 1.2% |
| Vacant | 39 | 6.92 | 3.1% |
| Vacant Land Residential | 13 | 1.58 | 1.0% |
| Vacant Land Commercial | 26 | 5.34 | 2.1% |

Corridor Property Condition Survey

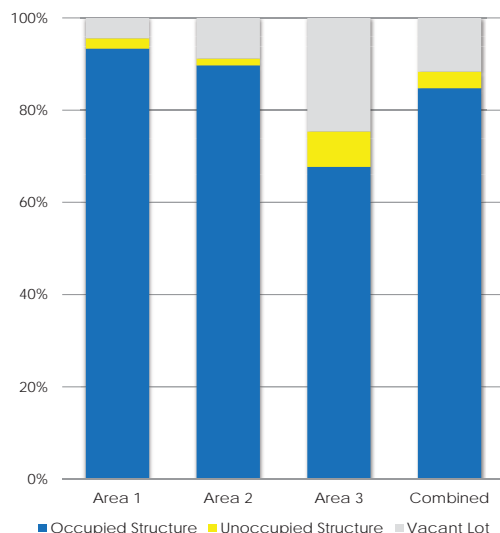
In early February 2015, all properties located on the Penn and Lowry Ave corridors were surveyed for exterior condition and maintenance to aid in the identification of promising development sites. Properties on both sides of the streets were included, although only parcels west of Penn, and north of Lowry are within the boundary of Cleveland Neighborhood (see Map _ to see the boundaries of the area surveyed). Of 224 total parcels along the corridors, 84.4% contain occupied structures, and 3.6% contain unoccupied structures (8 total). The remaining parcels are vacant lots, of which about one quarter of them are currently used for parking. The majority of vacant lots in the two corridors are located along Lowry, identified as “Area 3” in the map and Figure 2.10: Occupancy of Structures along Penn + Lowry.

Penn and Lowry corridors were surveyed in three segments to better understand variations throughout the neighborhood.

Figure 2.9: Survey Designations Along Penn + Lowry



Figure 2.10: Occupancy of Structures Along Penn + Lowry



The overall condition of both occupied and unoccupied structures is strong, with 82.8% of the properties being classified as “Good” condition with only minor repair needs. There is no significant variation in condition between Penn and Lowry (see Figure 2.11: Conditions of Structures in Survey Area). On Average, commercial properties are in poorer condition than residential properties, with only 64% of the commercial structures classifying as “Good” and one property, a vacant gas station at 2618 Lowry Ave, classifying as “Substandard” condition (see Appendix 2015 Condition Survey A.1 and A.2 with a breakdown of property conditions by corridor segment). The highest-rated structures along the corridors were condominiums built along Penn near Dowling. These condominiums—built in 1983—were also the largest housing boom for the study area in the past 100 years (see Table 2.3).

Figure 2.11: Conditions of Structures in Survey Area

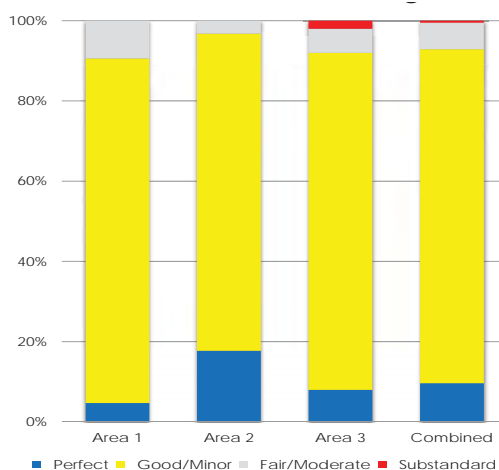


Table 2.3: Age of Structures

| Year Built | Number of Years |
|------------|-----------------|
| 1915 | 100 |
| 1929 | 86 |
| 1983 | 32 |

Single-family homes make up the majority of residential properties along Penn and Lowry, accounting for 81 of the total 170 residential structures. Single-family homes along the corridor are the oldest of the residential stock with a median age of 96 years and a median last sale price of \$85,700. The average condition rating is the lowest for single-family homes out of all residential structures. The duplexes located along the corridors have a median age of 87 years and last sale price of \$185,000. Apartments along the corridors were more recently constructed and have a median sale price of \$265,000. There are only seven mixed-use structures on Penn and Lowry in the study area, which are in relatively good condition (see Appendix A.2).

Generally, the current zoning along the corridor is compatible with the mix of residential and commercial uses. However, Penn has 11 different residential zoning categories for the three-block segment between 36th and 33rd Ave N, often mixing categories for identical apartment buildings sitting right next to each other. Lowry only has one residential zoning category in use—R4 one-family—perhaps simplifying too dramatically. When BRT planning is done along Penn Ave, revision of the area’s zoning is recommended.

Simplification of the residential zoning along Penn Ave is recommended.

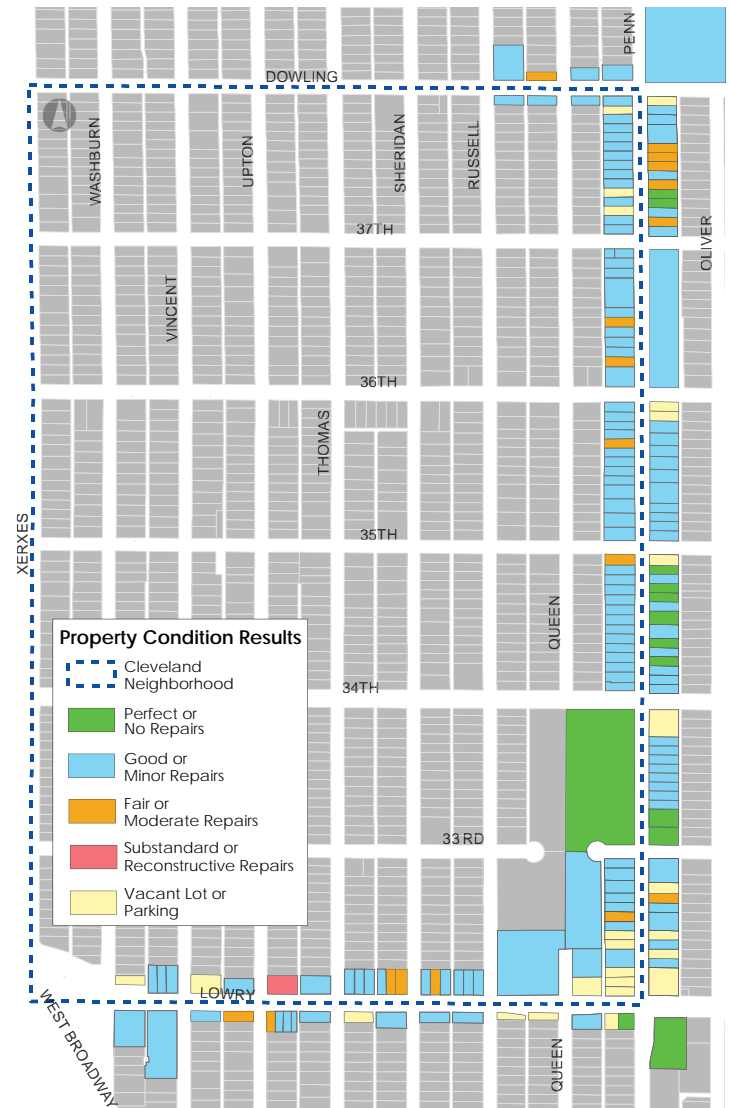


Condominiums Along Penn Avenue

Image Source: Photo by authors

Condominiums along Penn Ave between Dowling and 36th Ave were part of the biggest housing boom for the area in the last 100 years. Built in 1982 and 1983, they are some of the best preserved housing along the two corridors.

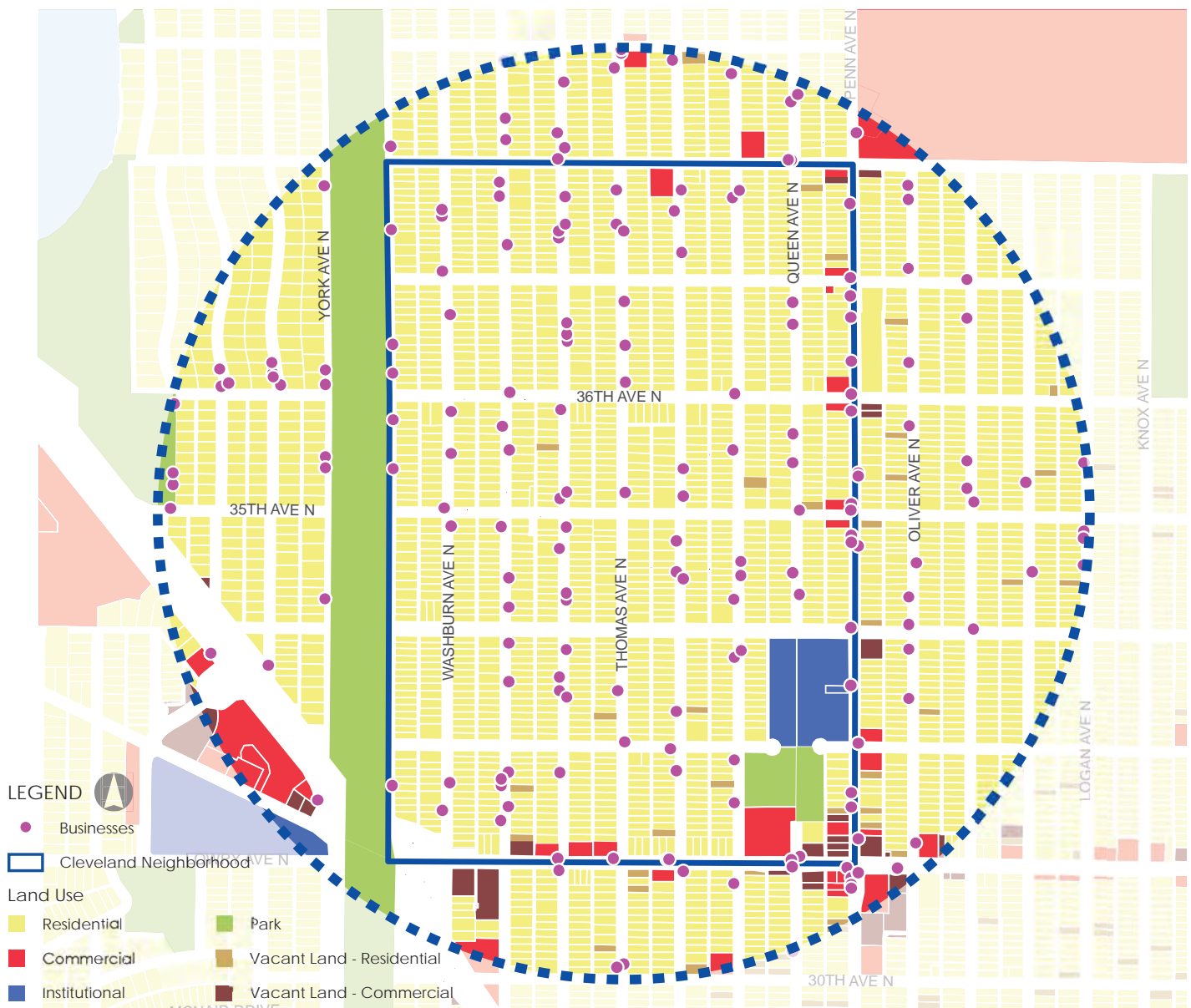
Figure 2.12: Conditions of Structures Along Penn + Lowry



ECONOMIC LEAKAGE

Many residents in the Cleveland Neighborhood travel outside of the Neighborhood to satisfy certain needs such as personal care, retail, and food. This section provides a summary of the demands for services and products by Cleveland residents, what they spend their money on, and where this money is being spent. The data is representative of the area that is a half-mile radius from the intersection of Thomas Avenue and 35th Street. Additionally, there are many businesses in Cleveland that are operating out of residential property (see Figure 2.13). This shows a potential need in the neighborhood for shared work space. It is important to keep in mind that the market study is based on what residents spend their money on and where, but given the supply of certain products and services in the neighborhood, it is completely reflective of what the neighborhood wants.

Figure 2.13: Businesses Within a Quarter-Mile Radius in the Cleveland Neighborhood

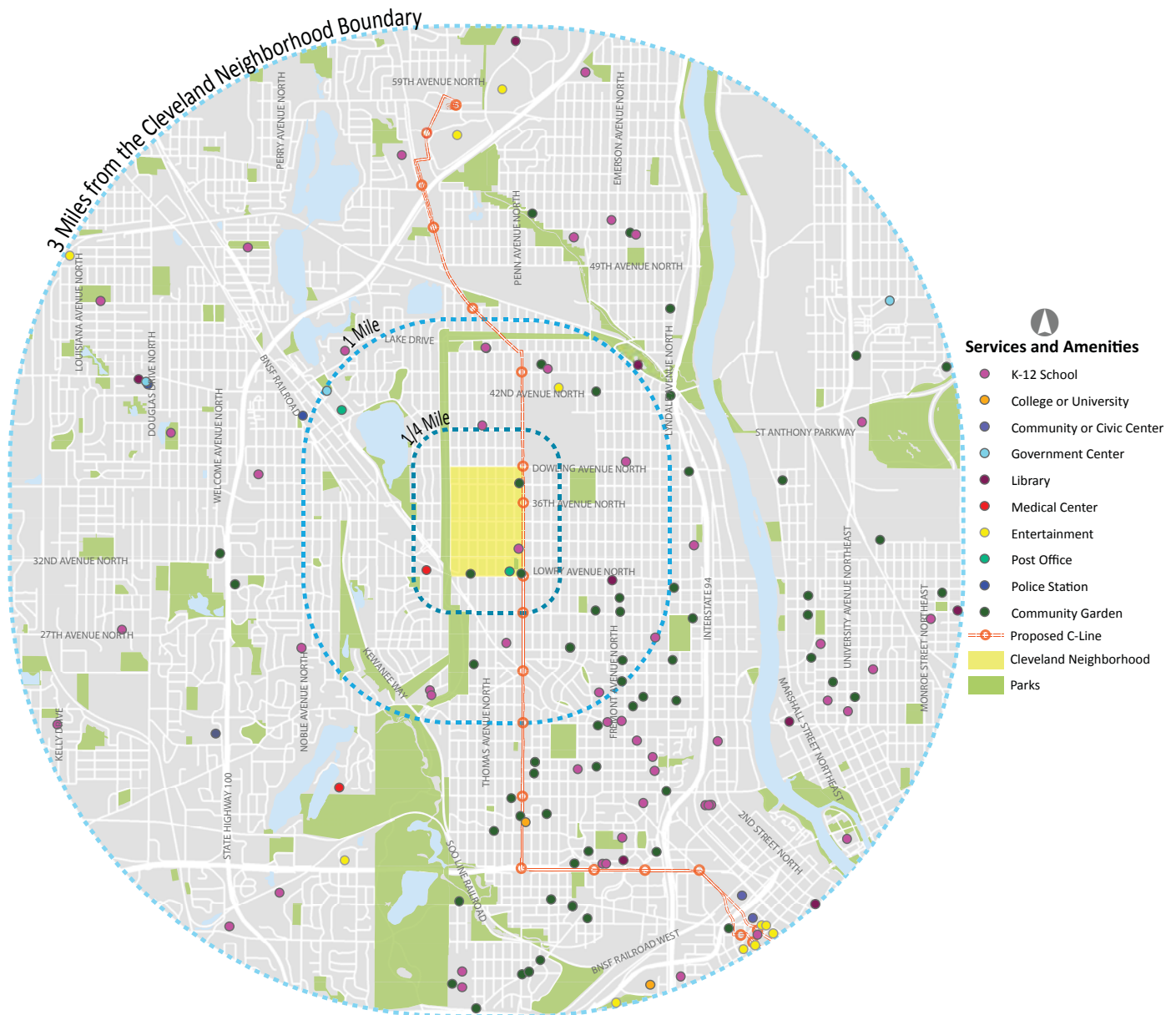


Data Source: Metropolitan Council, MetroGIS, Dun & Bradstreet, Inc., Esri Total Residential Population forecasts 2014

ACCESS TO SERVICE AND AMENITIES

Overall, there is a higher concentration of services and amenities more than one mile southeast from the border of Cleveland Neighborhood. Within a mile of the Cleveland border, there is one hospital, 11 schools, two post offices, one sports arena, one government center, and approximately 14 community gardens. The hospital, North Memorial Medical Center, is a unique asset to the Neighborhood as it is only a five minute walk from the southwest corner of Cleveland.

Figure 2.14: Services and Amenities within a 3-mile radius of the Cleveland Neighborhood Boundary



Data Sources: Metro Transit, MetroGIS, Hennepin County, City of Minneapolis, and Anoka County

RECREATION EXPENDITURES

While the majority of recreation expenditures are on fees and admissions, vehicles and reading also are high expenditures in the community.

Figure 2.15: Recreation Expenditures

| Item | Average cost | Total community spending |
|-------------------------------|--------------|--------------------------|
| Entertainment Fees/Admissions | \$514 | \$4,021,225 |
| Recreational Vehicles | \$144 | \$1,129,620 |
| Reading | \$117 | \$919,880 |

Data Source: Dun & Bradstreet, Inc., Esri Total Residential Population forecasts 2014

RESTAURANT MARKET

Restaurants, particularly fast food and family restaurants are popular among residents. In the last 6 months, 73.7% of residents went to a family restaurant and 27.5% went at least 4 times per month. Similarly, in the last 6 months, 90.3% of residents went to a fast food restaurant and 42.4% went at least 9 times per month. Fine dining is not as popular as only 11.6% of residents have been in the last month.

Figure 2.16: Household Budgeting

| Item | Average cost | Total community spending |
|----------------------|--------------|--------------------------|
| Food | \$6,798 | \$53,144,534 |
| Housing | \$17,667 | \$138,103,611 |
| Apparel and Services | \$1,270 | \$9,932,504 |
| Smoking Products | \$371 | \$2,907,862 |

Data Source: Dun & Bradstreet, Inc., Esri Total Residential Population

The top 5 expenditures in the area are:

1. Retail Goods
2. Shelter
3. Food at Home
4. Health Care
5. Food not at Home



Retail

\$18,864



Shelter

\$13,683



Food at Home

\$4,179



Health Care

\$3,568



Food not at Home

\$2,620



Entertainment/Recreation

\$2,609



Investments

\$1,896



Travel

\$1,498



Home Furnishings

\$1,277



Education

\$1,272



Apparel + Services

\$1,271



TV/Video/Audio

\$1,044



Vehicle Maintenance + Repairs

\$876



Computer + Accessories

\$209

WHAT IS THE MARKET POTENTIAL INDEX (MPI)?

An MPI compares the demand for a specific product or service in an area with the national demand for that product or service. The MPI values at the US level are 100, representing overall demand. A value of more than 100 represents higher demand, and a value of less than 100 represents lower demand. For example, an index of 120 implies that demand in the area is likely to be 20 percent higher than the US average; an index of 85 implies a demand that is 15 percent lower.

WHAT IS THE MARKET LEAKAGE?

Market leakage occurs when residents travel outside of particular area to satisfy their demand for a service or product (in other words, where money is leaving the community). Highest leakages include health and personal care stores, motor vehicle and parts dealers, and general merchandise stores. Currently, there are a surplus of food and beverage stores (grocery/liquor) and furniture stores. Leakage and surplus are represented graphically at the end of the document.

The Top 10 Demands in the Study Area Are (based on product consumption and consumer behavior):

1. Fast food - home delivery
2. Purchased video game
3. Buying cigarettes
4. Downloaded a movie
5. Has cell phone
6. Spent at convenience store
7. Subscribed to cable TV
8. Fast food - take-out
9. Fast food - drive in
10. Purchasing cell phone

The Top 10 Market Leakages in the Study Area Are (based on product consumption and consumer behavior):

1. Other Motor Vehicle Dealers
2. Garden Equipment Stores
3. Specialty Food Stores
4. Health & Personal Care Stores
5. Shoe Stores
6. Jewelry & Luggage Stores
7. Automobile Dealers
8. Other General Merchandise
9. Electronic Shopping
10. Electronics & Appliance Stores

Figure 2.17: Summary of Businesses in Cleveland Neighborhood

| Cleveland Neighborhood Business Inventory | | | | |
|---|------------------|----------------------|-------------------|---|
| Total Establishments | Total Employment | Avg. Employment Size | Avg. Year Founded | NAICS Descriptions |
| 81 | 142 | 2 | 2005 | Prof/Tech Services, Admin., Food Service, Other Serv. |

Data Source: Penn Ave Community Works Vision and Implementation Framework

CONSIDERING COMMUNITY HEALTH

Food and Cigarettes

The meaning of these market findings is not self-evident, particularly once they are considered in light of what community members report in past plans and in focus groups and interviews performed for this report. Looking at the market study alone, some private firms have said that since fast food is one of the areas of highest local demand and highest expenditure, more of this kind of service should be developed. However, Community Development Committee meetings held in March and April and key resident interviews revealed that many community members believe that high-quality restaurants and specialty food stores would be very successful in the area, but have been ignored by market studies because of the assumed higher prices of the goods to be sold. They point to the success of new restaurants like the Lowry Cafe, which provides a healthy mix of restaurant fare at an affordable price, as evidence of this hidden market. Similarly, although convenience stores that sell cigarettes are marked as an area of high demand in the community, groups of residents have blocked several proposed convenience store developments over the past ten years out of a belief that the community already has sufficient stores of this type. Additionally, several convenience stores and small gas stations located along Penn Ave or Lowry Ave have closed in the past ten years due to inability to make sufficient profit, which reinforces the community's position that the market study is not completely accurate.

The Wirth Cooperative Grocery Store will be opening in another Northside neighborhood by 2016, through the support of the Latino Economic Development Corporation (LEDC). Given the community's interest in specialty food options, the lack of a local grocery store, similarity of the markets, and the interest in co-ownership business models, we suggest that the Cleveland Neighborhood Association (CNA) pay close attention to the success of this grocery store. This kind of project—with the right support from the community—could be a possible use for the old Super America site on Lowry Ave. As it often takes between seven and eight years to get a cooperative started, (and the fact that the Super America site (2618 Lowry Ave) is not feasible for immediate development) this is a long-term goal for Cleveland, especially given that specialty food stores are the third largest market leakage in the community.

Eating a healthy diet should be made as easy as possible for individuals, as it can help reduce the incidence of cancer, heart disease, and diabetes—the three largest causes of disability and death in the U.S. Several studies have revealed that underserved, low-income communities often have more limited access to healthy food options (both

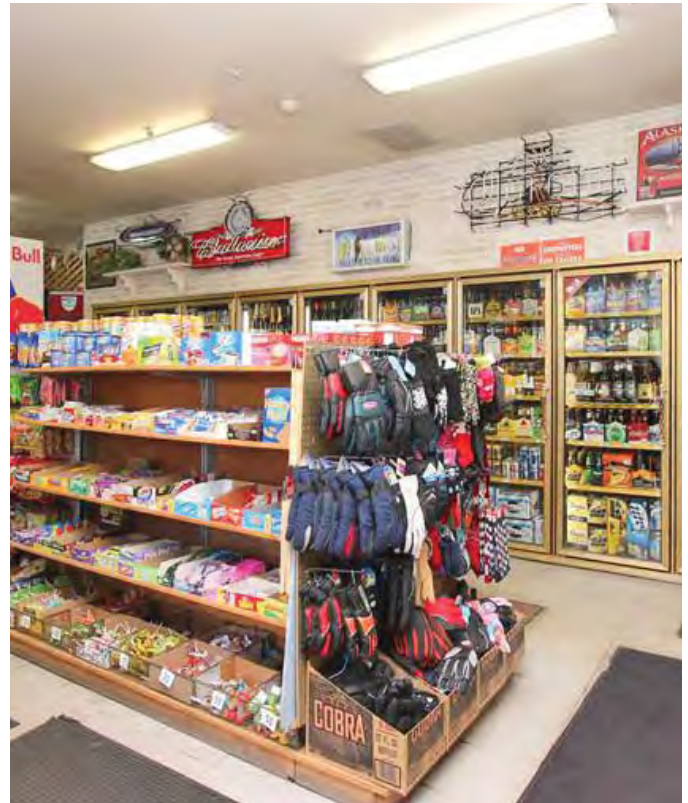


Image Source: Creative Commons

Several convenience stores have closed recently in the Cleveland Neighborhood, and community members have expressed that they do not wish to see more open in the immediate area. This consideration needs to be taken into account in plans for future development.

grocery stores and restaurants) and have a higher number of convenience stores where healthy food is either unavailable or more extensive. Race and socioeconomic status are powerfully correlated with limited fruit and vegetable options, and more shops that sell alcohol and cigarettes. One study by Zenk and other authors in Detroit found that predominantly African American and low socio-economic position neighborhoods had significantly lower quality produce, more than four times the liquor stores, and dramatically fewer grocery stores per 100,000 residents than racially heterogeneous, medium socio-economic position communities. They identify that making high-quality fresh produce available in low-income communities of color is one of the most important steps toward improving health and nutrition in these communities. Therefore, this should be considered a health and justice issue, and CNA is in a position of power to educate both City staff and developers on the importance of healthy food options and why the community demands it. In the tools and resources provided, we offer suggestions for how to zone out fast food and advocate for what the Neighborhood wants.

Also relevant to the discussion of access to healthy food is the community's identified desire to expand its existing community garden. Community gardening can benefit the physical and mental health of community members by:

- Promoting the eating of vegetables and fruits,
- Creating opportunities for physical activity,
- Development new skills,
- Beautifying vacant lots into green space,
- Reviving and revitalizing communities, and even
- Decreasing crime and violence.

Many case studies on the importance of community gardening can be found on the Center for Disease Control's (CDC) website, along with valuable tools for community groups to use when talking to policymakers about the value of garden plots. See the source below.



Image Source: Creative Commons

Health and Personal Care

The fourth largest market leakage in the community, health and personal care stores, has not been highlighted significantly by any recent developers or privately contracted firms. Although North Memorial Medical Center lies just west of the Cleveland Neighborhood on the other side of Theodore Wirth Parkway, no clinics or pharmacies are located in or around Cleveland, and for sanitary products residents must go outside of the community. This is a significant untapped market that community members must recognize as not only an economic possibility, but also an opportunity for improved access to health-promoting services. For many households, easy access to a CVS, Walgreens, or pharmacy is critical when a family member is sick, but may not be acknowledged during times of health. This is probably the reason why the community has not explicitly identified health and personal care stores as a top priority for the community. We strongly encourage the CNA board to consider access to health-promoting goods and services in their future plans for development.



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DEVELOPER EXPERIENCES

The Survey

In order to understand what developers are looking for in development opportunities, we conducted a survey with 15 non-profit developers in the Twin Cities area. These developers were contacted with the help of the Metropolitan Consortium for Community Developers (MCCD).

The survey examined the importance of both physical conditions and neighborhood characteristics to developers when selecting a project site. The survey answers indicate that the development goals of the Cleveland Neighborhood align more closely with those of non-profit developers, as opposed to the average for-profit developer.

Developer Feedback

- Both community vision and market studies are important to determine what types of development will occur (60% of respondents).
- "Our priorities involve neighborhood stabilization, which causes us to take on development projects that many for-profit developers will not or cannot tackle."
- "Multi-use buildings will likely require partnerships between residential developers, commercial developers and public agencies."
- "We are very sensitive to development costs and our projects always have a gap that needs to be filled with public and philanthropic sources."

Figure 2.18: Physical Conditions

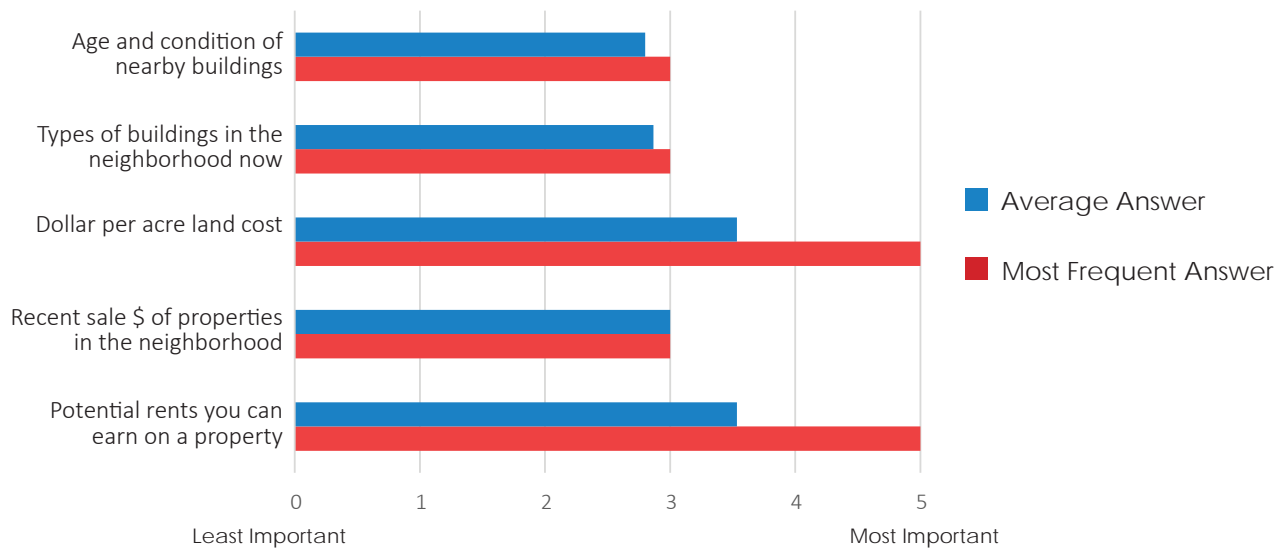
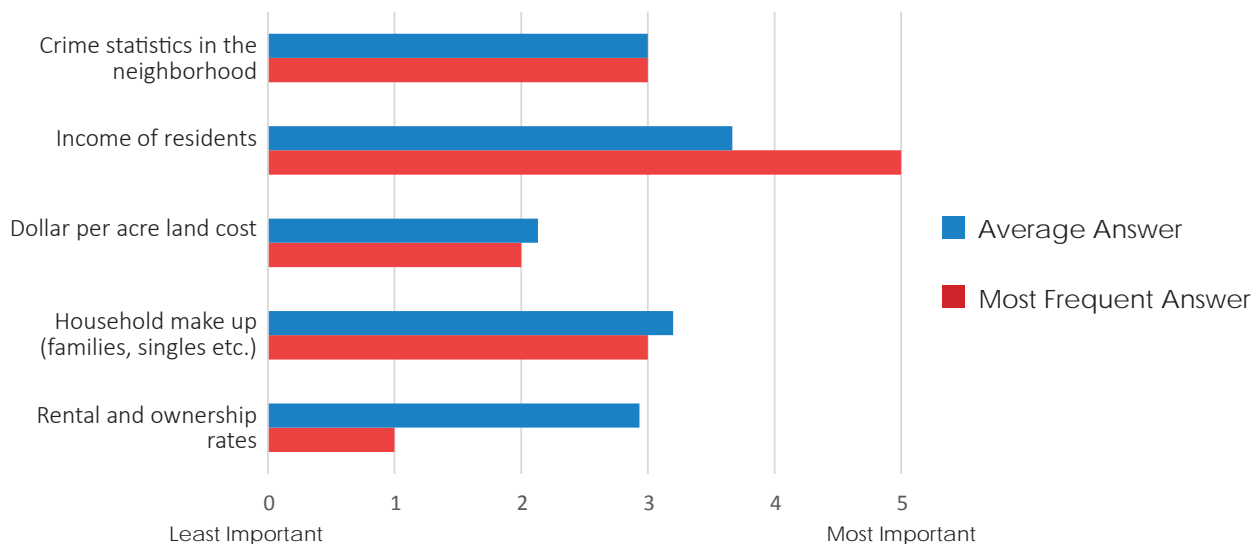


Figure 2.19: Neighborhood Characteristics



Political Context and Future Development

This section highlights three important plans that impact the Cleveland Neighborhood, and ends with an overview of resident perspectives and visions in relation to these plans.

HENNEPIN COUNTY COMMUNITY WORKS

Hennepin County Community Works was established in the early 1990s as a cross-sector, community-focused collaboration meant to address community redevelopment issues in both suburban and urban neighborhoods throughout the County.

The goals highlighted on the Community Works website include:

- Enhancing the tax base
- Stimulating economic development and job growth
- Strengthening and connecting places and people
- Innovating and advancing sustainability
- Leading collaborative planning and implementation

Since 1995, eight Community Works programs have been pursued by Hennepin County. Penn Avenue Community Works (PACW), which began in 2012, is the newest established program. PACW focuses nodes, or intersections, on the Penn Avenue corridor from the Southwest Light Rail Transit Penn Avenue Station at I-394 to Osseo Road and 49th Avenue North.

Since 2012, PACW has been in the community engagement and planning phase. The largest effort to date is the 282 page report titled, "Penn Avenue Community Works: Vision and Implementation Framework." The document is a large scale assessment of the current state of Penn Avenue meant to identify areas for improvement.

The parts of the report most relevant to the Cleveland Neighborhood include assessments related to the Penn and Lowry, and Penn and Dowling intersections. A summary of these findings may be found in Appendix A.6.



Image Source: Cleveland Neighborhood Association

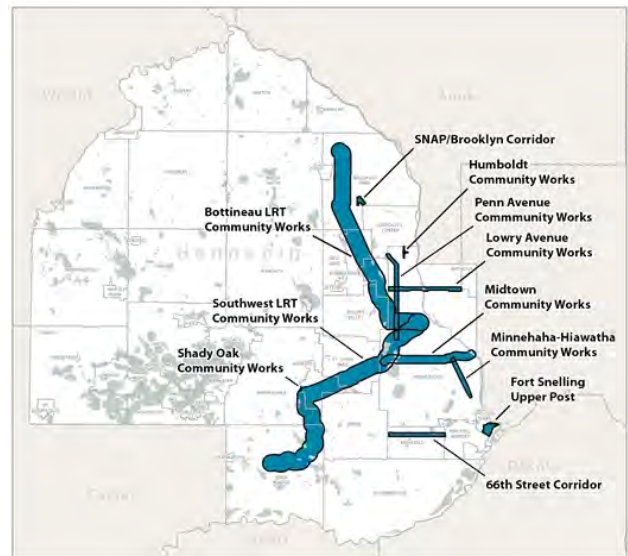


Image Source: tinyurl.com/hennepin-cw

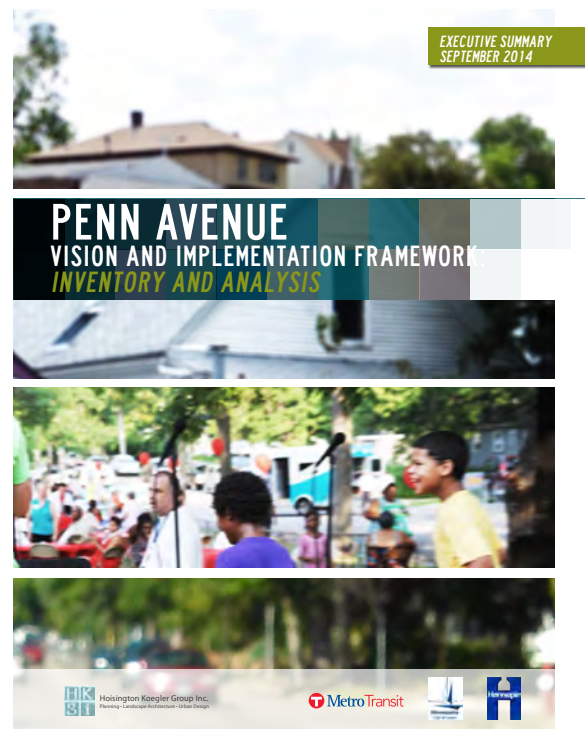


Image Source: hennepin.us/penn

Resources:

Appendix A.6: Penn Avenue Community Works Summary

BUS RAPID TRANSIT C-LINE

In 2017, the C Line Bus Rapid Transit BRT system will open. The added bus service will connect Downtown Minneapolis with Brooklyn Center Transit Center and will go through the Cleveland and Folwell neighborhoods along Penn Avenue between Lowry and Dowling Avenue. The new transit system will be a great amenity for Cleveland, but transit investments have a tendency to attract certain kinds of development such as commercial, retail, residential and increase in density. Current efforts of the C Line have been coordinated in collaboration with Metro Transit, Penn Avenue Community Works and Cleveland Neighborhood Association.

What is Bus Rapid Transit?

- BRT provides faster, more frequent service, and improved customer experience.
- Metro Transit is implementing a BRT route (C Line) that will travel from Downtown Minneapolis to Brooklyn Center and is planned for operation in 2017.
- BRT stops are 1/2 mile apart with service every 10 minutes.

Figure 2.20: Proposed Locations of C-Line in Cleveland



What are the benefits?

- Frequent service,
- Pre-boarding fare payment for faster stops,
- Curb extensions for speed and space,
- Trash receptacles,
- Station amenities such as heat, lighting, security cameras and phone.

Figure 2.21 : C-Line Timeline

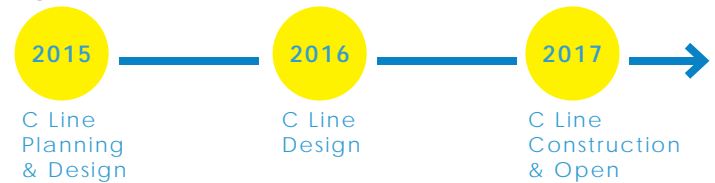


Figure 2.22: Alignment of Proposed Bus Rapid Transit C Line

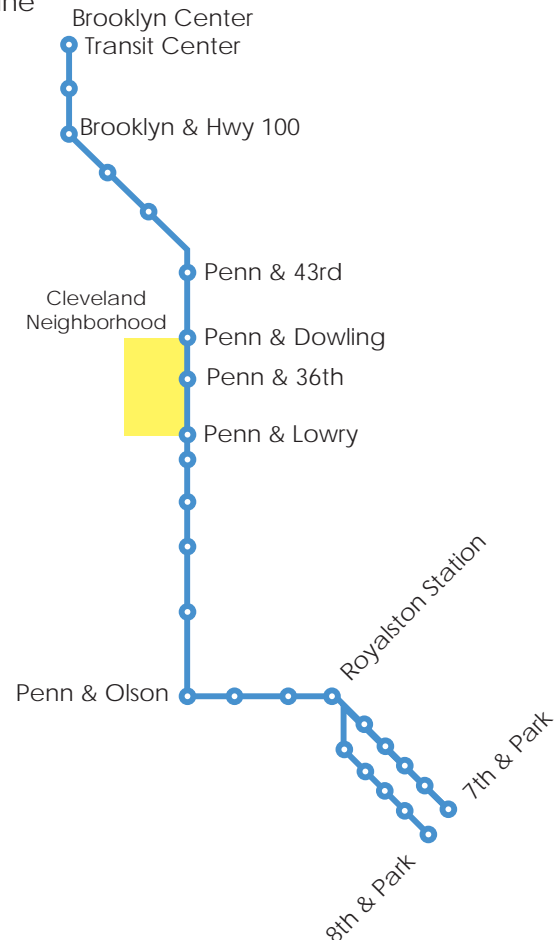


Figure 2.23: C-Line Impacts on Existing Street Conditions

How will the C Line impact Cleveland?

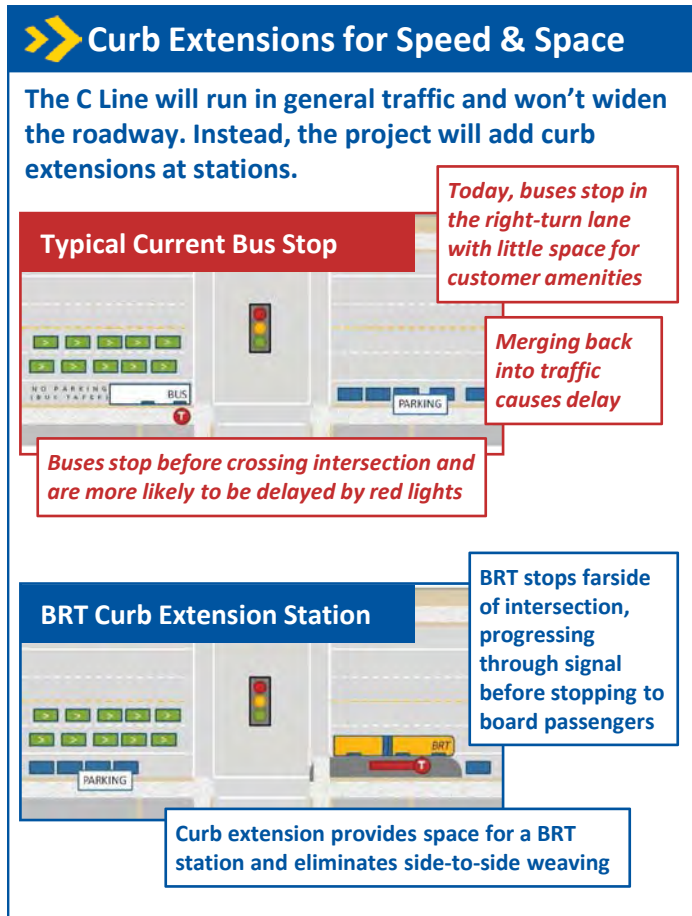


Image Source: Metro Transit

The C-Line will provide easy transit access for Cleveland residents to Brooklyn Center and Downtown Minneapolis.

- There will be a C-Line stop on West and East side of Penn Ave at the following intersections:
 - Penn + Dowling
 - Penn + 36th
 - Penn + Lowry
- C-Line stations will have curb extensions that will replace existing on-street parking in order to create.
- Transit investment may positively impact property values.

Developers view transportation access as highly important in selecting sites and view transit access as an attractive amenity.

- Transit investment have tendency to attract development such as housing and commercial space.
- Development may influence current zoning along Penn Avenue as the City and County respond to development interests such as zoning that allows for more density.
- Density may increase along Penn Ave.



Image Source: Metro Transit

Other Sources:

Fan, Y. & Guthrie, A. (2013). Achieving System-Level, Transit-Oriented Jobs-Housing Balance: Perspectives of Twin Cities Developers and Business Leaders. Center for Transportation Studies, University of Minnesota.

PENN AVENUE STREETSCAPE IMPROVEMENTS

What are Complete Streets?

Complete streets are a design concept that work to accommodate all residents and visitors to a community. The designs incorporate safety features for pedestrians, plantings to green the corridor and to accommodate storm water runoff, and provide adequate space for a variety of transportation modes. In short, “complete streets are for everyone, no matter who they are or how they travel” (Smart Growth America). Complete streets have been shown to have numerous benefits to the local community in which they have been implemented.

Safety Benefits:

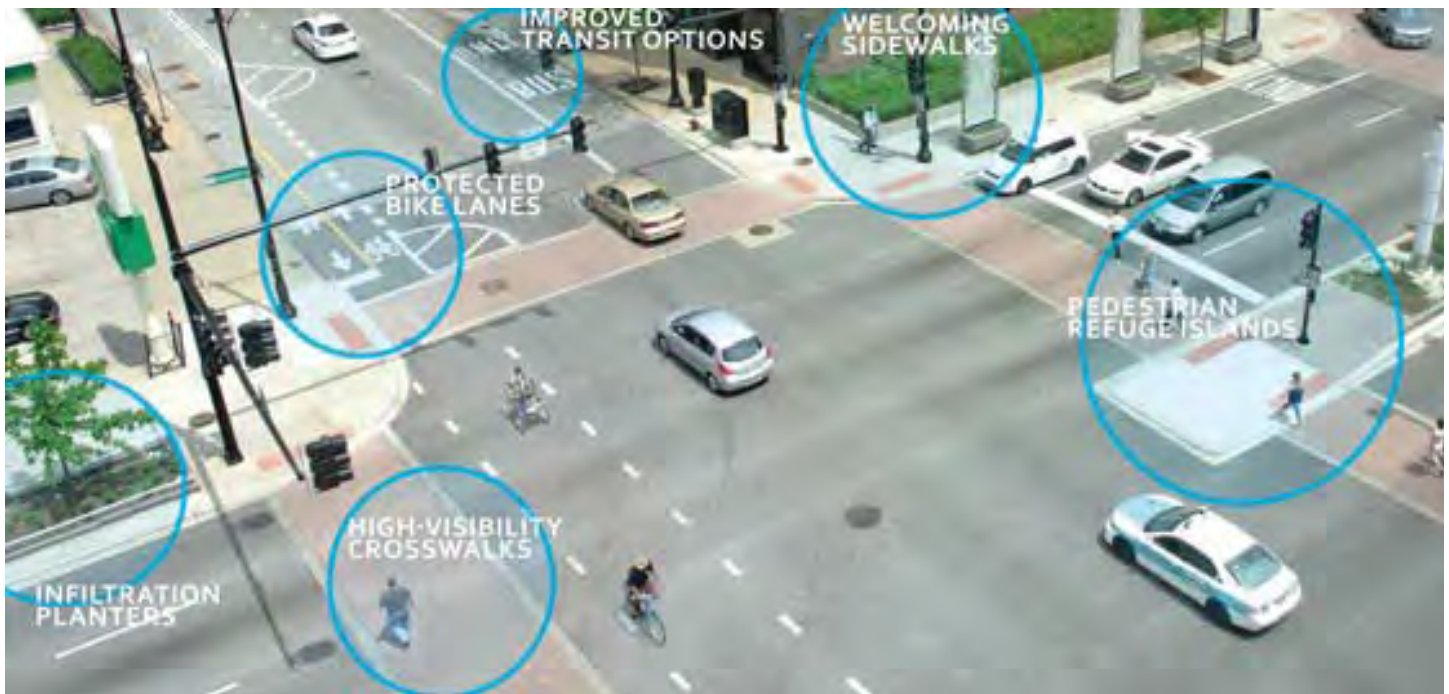
- Provide public transportation and walkways for the elderly and disabled. This allows for more mobility and independence,
- Provide safe routes to schools and parks for children. This allows for a more healthy and active lifestyle. In a five state study, infrastructure improvements and promotional programming increased walking to school by 45%,
- Typically reduces automobile speeds which help to prevent serious accidents,
- Provides safe walkways and lanes for bicyclists and pedestrians.

Health Benefits:

- A healthy and active lifestyle, promoted by complete streets helps to reduce the risk of obesity and related illnesses
- The Center for Disease Control recommends Complete Streets as a way to prevent obesity
- The risk of obesity is 6% higher for every hour in a car, but is 4.8% lower for every 1 km walked (Smart Growth America)

Economic Benefits:

- An improved pedestrian experience provides a more pleasant shopping and dining experience
- Public investment which allows for streetscape improvements also encourages private investment
- Many jobs are created through the implementation of streetscape improvements. In fact, communities which implemented complete streets created 71% more construction jobs than typical resurfacing projects.
- An improved transportation route increases the values of nearby homes



Some of the Many Components of Complete Streets

Image Source: Chicago Department of Transportation (CDOT)

Complete Streets consider all modes of transportation as well as beautification.

Hennepin County Complete Streets Policy

In July of 2009, Hennepin County adopted a complete streets policy for the county. The policy was established to help guide street and corridor projects that would encourage a healthy and active lifestyle for all Hennepin County residents. Given the importance of different modes of transportation to many residents, the County believes that complete streets will encourage safe usage of different modes. Hennepin County is geographically and demographically diverse with dense urban, suburban and rural communities. Given this range of land use and density, a complete street will look different for different communities. Some areas may need to accommodate for transit routes and bike lanes, while others may need to accommodate increased street parking or crosswalks for pedestrians. Despite these differences, the County is committed to a standard design and planning process that:

- Involves community stakeholders,
- Assess current and future needs, and
- Integrated innovative and non-traditional designs.

When undergoing road construction and repair, the County will implement a complete streets design unless:

- The costs are prohibitively high,
- Certain historic, topographic or environmental factors prohibit it, and
- There is a large amount of push-back from the local community.

Streetscape Improvements

Since 2012, Hennepin County Community Works has been actively creating a plan for Penn Avenue in North Minneapolis. The project focuses on improving corridor viability, both physically and economically. Currently, the County is working on redesigning the Penn Avenue streetscape to be more inclusive and accommodating to residents and visitors. Following their complete streets policy, the County has advocated for an improved pedestrian realm, bicycle routes and a partnership with Metro Transit to improve public transportation opportunities along the corridor.

In the fall of 2014, Hennepin County administered a survey to corridor residents about preferred alternatives for the new Penn Avenue. The survey included questions about residents' primary modes of transportation, desired streetscape characteristics, bicycling on Penn Avenue and other nearby streets, as well as parking on Penn Avenue and the availability of parking lots. The survey also presented two design alternatives and asked residents to vote on their favorite.

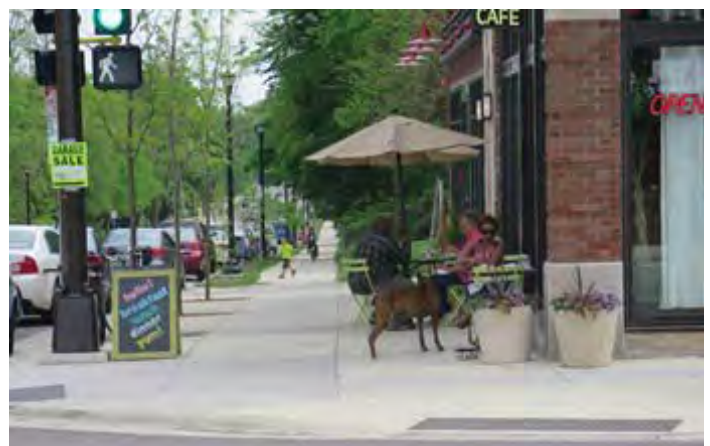
In February of 2015, the Penn Avenue Community Works selected Roadway Concept 1. This concept provides adequate parking and an improved pedestrian experience as well as green boulevards and street trees. It also allows room for new Metro Transit C-Line stations. However, the design presents challenges for bicyclists who will be diverted to Queen Avenue, a parallel street. In some areas, particularly in the Cleveland neighborhood, Queen Avenue is not continuous which will necessitate rerouting of the bike boulevard.

In 2017, Hennepin County aims to implement these improvements in conjunction with Metro Transit construction. By synchronizing the construction schedules, local businesses along Penn Avenue will be impacted for a shorter amount of time. The County has also made a commitment to working with local business owners to support them and ensure that they are still accessible during the construction period. Ultimately, the streetscape improvements will help to make Penn Avenue more accommodating to residents and visitors and provide numerous, safe transportation options to the community.



Current Conditions Along Penn Avenue

Image Source: Hennepin County Community Works

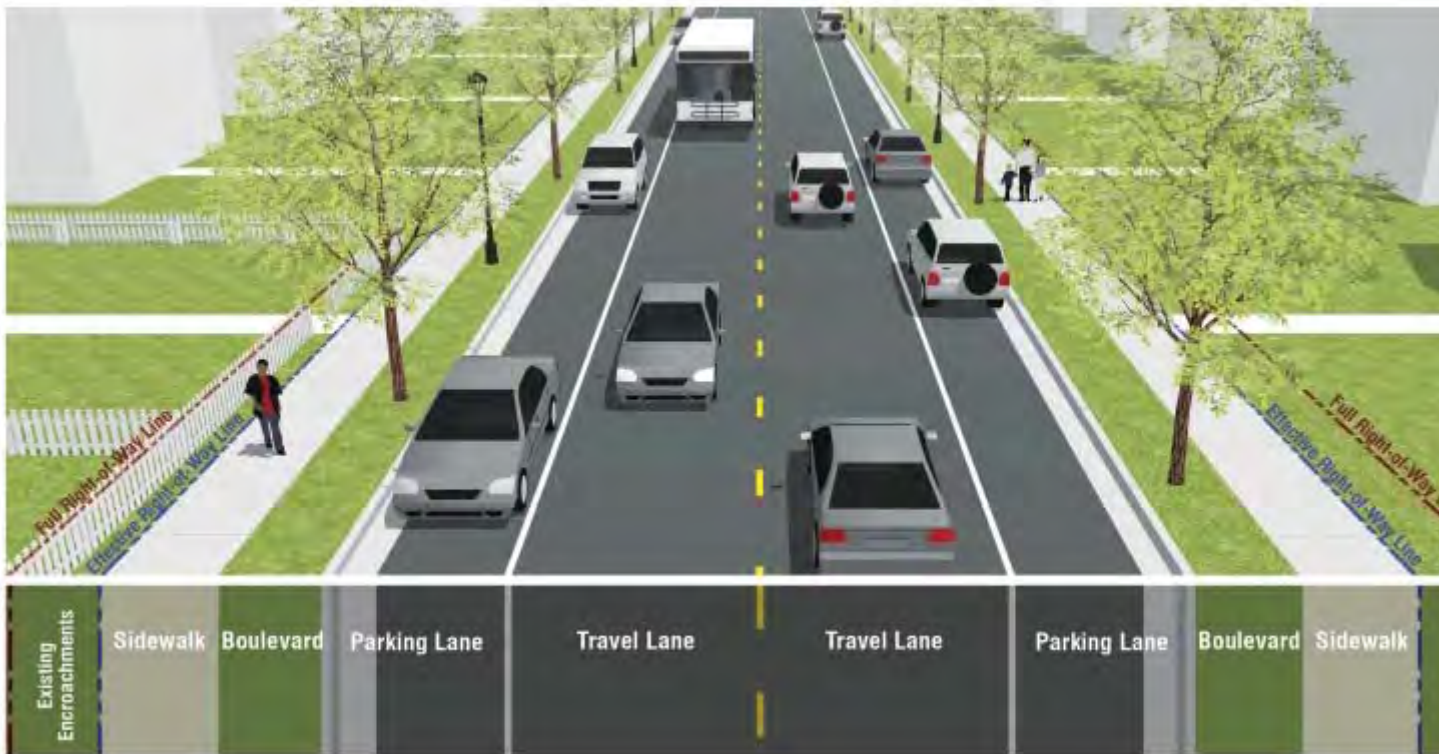


Complete Streets Visions for Penn Avenue

Image Source: Hennepin County Community Works

Hennepin County Streetscape Concepts

Ultimate Roadway Concepts 1 and 2 were presented to community members by Hennepin County in the form of an online preference survey. In February of 2015, the Penn Avenue Community Works Steering Committee selected Roadway Concept 1 for Penn Avenue. Bike boulevards will be created on Queen Avenue to accommodate bicycle traffic.



Ultimate Roadway Concept 1: Retain parking on both sides of Penn Avenue



Ultimate Roadway Concept 2: Bike lanes on both sides of Penn Avenue with parking on one side

Image Source for all Diagrams: Hennepin County Community Works

COMMUNITY OBSERVATIONS AND VISIONS

Past Experience

Long-term residents of the Cleveland Neighborhood are open to commenting on both the successes and failures of past development projects. John Helgeland, a Cleveland Neighborhood Association (CNA) board member from 2002 through 2010, has continued his involvement with the neighborhood by supporting the Lowry Avenue and Penn Avenue Community Works Projects and remaining active on several committees. Along with other Neighborhood residents, Helgeland feels the work of the Community Development Committee has been driven by outside parties, which has detracted from its important work in business development, design standards, land use, and fostering a positive brand for the community. Unfortunately, many of the creative ideas that come out of the Committee's work have stagnated in a "parking lot," and development has happened outside of the community vision that was initially imagined. A 1999 Penn-Lowry Development Committee created for the corner of the street located in the Jordan Neighborhood started out with a clear vision, but struggled with political divisions and damaged relationships that led to a final development outcome that was far from the community vision first set forth for the corner. The relationship between the three neighborhoods meeting at the Lowry-Penn intersection has been tense since 2010, leading to a failure to create a single vision for what both sides of the streets want. Until now, all communities in the region seem to get the highest turnout at community meetings that provide a concrete choice between a few clear options, and broad engagement has become more and more difficult to obtain.

Barriers to Development:

1. Strong agendas from the outside,
2. Local political divisions,
3. Parking requirements, and
4. Complex City processes.

Barriers are not only political, however. Regulatory barriers are also identified by Cleveland Neighborhood residents—including parking requirements and confusing City processes—as the main reason why development along Penn and Lowry has been slow. Residents and Board members could easily identify several previous investments that either never saw fruition due to confusing City requirements (a specialty food store at 3455 Penn Ave), or were a poor match for the community (the Super America on Lowry Ave).

Future Visions

Given the importance of community visions and input to developers, the City of Minneapolis, and Hennepin County, CNA should be bold and intentional in sharing the visions that residents have for the future of currently vacant parcels. Returning to a values-driven approach to development might help avoid focusing myopically on the physical structure or business anticipated on a site.

Some community members like Helgeland feel that that CNA can ramp up its involvement in community economic development, modeling itself after CDCs like the East Side Neighborhood Development Company in Saint Paul (ESNDC). CNA's Community Development Committee does not have the capacity to operate as a full-fledged CDC, but starting to think like one could push the community into new and exciting directions. Historically, the Lifelong Learning Committee at CNA has fostered community engagement and education. Some residents of the community feel that the Lifelong Learning and Community Development Committees might be able to work in a more synchronized manner to encourage small business growth and community-based development. "We have a promising market placement," said one resident, "our houses are small, but utilities are cheap and we are close to downtown." Once transit options are improved, residents believe that the neighborhood may become more desirable to outside developers.

Residents also see an opportunity for neighborhood associations in the area to "be matchmakers" for City-owned parcels. "The City isn't great at fitting businesses for parcels," commented one community member, "so if they can communicate better internally and give us clear guidance on the process, we can help find a matching use for their parcels."

However, for this kind of approach to be successful, significant social and political barriers between neighborhoods must be overcome, and CNA requires capacity-building support from experienced organizations. Fortunately, the Community Development Committee already has a history of bringing in speakers to educate the public on forming Limited Liability Corporations (LLCs) and creating investment clubs. Community ownership of rental housing, cooperative management of community gardens, and other community investment models have been discussed, and are promising avenues for exploration.

A Vision of Walkability

The community has identified ten key priorities for future development, two of which are directly related to health and well-being of Cleveland Neighborhood's residents. Cleveland Park is located just behind the intersection of Penn and Lowry, but connectivity of this park to the rest of the community is poor. The Neighborhood has worked on several designs to connect the park by walking paths to the two main roads, but no action has been taken by current owners of key parcels at the intersection to move forward with the designs. With the Penn Ave Community Works proposal planning for a tree-lined boulevard, this could be the opportunity for residents to push the City to create linkages on City-owned parcels from these main roads to this beautiful Neighborhood asset. Specifically, two county-level initiatives and one program might be leveraged as opportunities to promote this connectivity so important to residents: Transit-Oriented Development, Complete Streets, and the Active Living Hennepin County Program.

The Hennepin County Board of Commissioners has bond money allocated for Transit Oriented Development (TOD) in its Capital Budget. TODs supported with this funding must be in redevelopment areas, have multi-jurisdictional impacts, and support transit usage, with the purpose of supporting both redevelopment and new construction opportunities. TOD projects are meant to reinforce both the community and the transit system, and promote the compact and efficient use of available space. It also promotes diversity and mix of uses with daily conveniences and transit at the center. The pedestrian-friendly, physical design encourages walking, bicycling and access by people with physical disabilities. The spatial extent of TOD is the maximum comfortable walking distance, which is considered to be 0.25 mile for Bus Rapid Transit (BRT), like proposed for Penn Avenue.

In a similar vein, the Active Living Program seeks to integrate health with land use and transportation decisions made at the City and County levels. This program seeks to make the "active choice the easy choice" by improving biking and walking infrastructure, hosting workshop events, mentoring new health organizations, and doing policy advocacy around creating walkable communities. Funded by the Blue Cross and Blue Shield of Minnesota and the Minnesota Department of Health's Statewide Improvement Program, this public-nonprofit partnership actively seeks to create active living environments. For more information on how these activities can work for the Cleveland Neighborhood, see the link to the right or the Resources for Health and Livability.

Recommendations for Walkability:

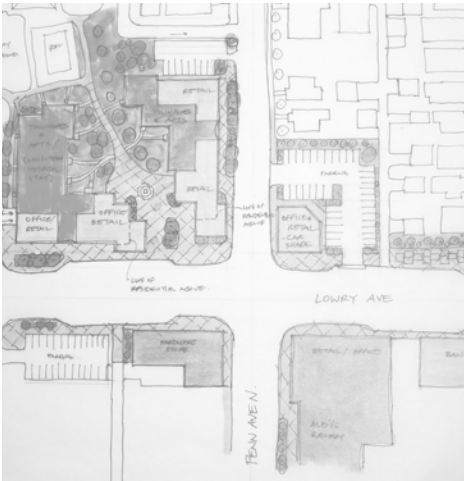
- Support the Penn Ave Community Works' plan for re-creation of a tree-lined boulevard,
- Push for installation of bike racks in upcoming corridor redesign efforts,
- Participate in the Active Living Program,
- Use the Active Living Checklist when working with developers (see link),
- Refer to the Active Living Toolkit for ideas most appealing to community members,
- Seek funds for wayfinding installations to point people toward key amenities (Cleveland Park, Theodore Wirth Park, Memorial Parkway, Lakeview Terrace Park, and Memorial Health Center).



Image Source: Cleveland Neighborhood Association

Sources:

The Active Living Program: <http://www.hennepin.us/activeliving>
To search more local health promotion policies, initiatives, and programs: <http://www.naco.org/programs/csd/Pages/HealthyCountiesDatabase.aspx>



3.1 About

3.2 Local Corridor
Redevelopment Projects

3.3 Community Cooperative
Models

3.4 Local Organizations in
Community + Economic
Development

SECTION THREE

CASE STUDIES + BEST PRACTICES

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran



Case Studies + Best Practices

ABOUT

In order to develop recommendations and roles for the Cleveland Neighborhood in guiding future development, case studies were examined to understand creative and successful examples of equitable revitalization. These case studies provide a range of examples and possibilities for future development along the Penn and Lowry corridors. Based on desires of residents to learn more about local corridor redevelopment, alternative ownership models and other economic development resources, the ten case studies have been grouped into three sections:

Local Corridor Redevelopment Projects

- 38th and Chicago
- Eat Street
- The American Indian Cultural Corridor

Community Cooperative Models

- Northeast Investment Cooperative (NEIC)
- The Village at Market Creek
- Riverwest Cooperative Alliance
- Limited Equity Housing Cooperatives

Local Organizations in Community and Economic Development

- Twin Cities Local Initiative Support Corporation (LISC)
- N.E.O.N. Community Collaboratives
- Neighborhood Development Center (NDC)

The review of each of these ten case studies provides information about the project; the impact of the public, private, institutional and community investments made; the benefits and drawbacks of the project; and relevance and applications in the Cleveland Neighborhood. At the end of each case study are a list of sources to facilitate additional research if necessary. Although these ten case studies help to establish a set of best practices and key take-aways for future development, they are unique to their own local context. Any development that the Cleveland Neighborhood undertakes can draw from these models and resources while still paying close attention to the unique context and needs of their neighborhood.



Image Source: Fire Arts Center



Image Source: ils.org



Image Source: tcfoodies.ning.com

38th + Chicago Minneapolis, MN

ABOUT

The Arts on Chicago District is a part of revitalization efforts for the Chicago Avenue and 38th Street Corridors in South Minneapolis. The intersection of these two major corridors divides four neighborhoods: Bryant, Bancroft, Central and Powderhorn. A diverse group of residents and strong arts presence has helped to establish a unique district in the city. Led by the Pillsbury House + Theater, Upstream Arts, the Powderhorn Park Neighborhood Association and the Third Place, the Arts on Chicago District has worked to connect local residents to artists in the community.

Following goals identified in the region's 2008 38th and Chicago Small Area Plan, the adjacent neighborhoods and local business alliance have worked to develop a district identity and support the local arts organizations in the area. The establishment of the Fire Arts Center and grants for artists to occupy vacant spaces reflects the neighborhood's commitment to the arts as a way to improve community life.

IMPACT OF INVESTMENT

Partnership with local arts organizations has resulted in funding opportunities from ArtPlace America and artist training programs from ART BLOCKS. These programs have contributed funding to projects and built capacity within the community. Pairing art and community development has led to an improved streetscape and developed relationships between residents in all four neighborhoods. Additionally, support from the City of Minneapolis to implement the 2008 Small Area Plan has contributed to rezoning along the corridors and the creation of a Pedestrian Oriented Overlay District.

BENEFITS AND DRAWBACKS

Local artists have immediately benefited from the programs established by ArtPlace and the Pillsbury House. The establishment of the Fire Arts Center as well as City Food Studio, give artists and entrepreneurs the space to create and develop their work. These art spaces are also open to community members in the forms of classes, performances and "pop-up" shops. Projects such as wayfinding totems, utility box wraps and little free libraries have beautified the corridor and created a stronger sense of place and identity in the corridor. Through their project "Breaking Ice," Pillsbury House has worked to connect and inform neighbors about gentrification and neighborhood change in the community as well.

RELEVANCE AND APPLICATIONS

Much like the intersection of Penn and Lowry, one of the main challenges facing development and planning for the 38th and Chicago corridors is coordination amongst the four intersecting neighborhoods. Forming partnerships with these groups, as well as neighborhood institutions like the Pillsbury House + Theater, helped to create a unified vision for these two streets. Support for local artists and entrepreneurs helps to keep investment grounded in this diverse community.



Image Source: 38thchicago.com



Image Source: Fire Arts Center

Sources:

38th and Chicago Homepage:
<http://www.38thchicago.com/>

Other Sources:

<http://www.artsonchicago.org/>
http://minneapolismn.gov/www/groups/public/@cped/documents/webcontent/convert_254659.pdf

Eat Street

Minneapolis, MN

ABOUT

Eat Street, located along 17 blocks of Nicollet Avenue in South Minneapolis features over 50 restaurants with cuisine from around the world. Eat Street began as a marketing campaign developed by the Whittier Alliance in 1998. Using \$40,000 in NRP funds, the neighborhood association was able to complete streetscape improvements and run the “arts and eats” bus tour. In 2000, the City of Minneapolis planned to further redevelop the area, with specific focus on the intersections at Franklin and 26th Avenues. Mixed use redevelopment, support for existing businesses, and better pedestrian and bicycling connections to the Midtown Greenway were some of the important goals of the plan. In 2008, the Whittier Alliance received \$50,000 from the City for façade maintenance along the corridor. Today, Eat Street continues to serve as an identity for the area. Monthly meetings between the various local businesses, the Whittier Business Association and the Nicollet Business Association also help to support local businesses.

IMPACT OF INVESTMENT

Very little direct public funding (a total of \$90,000) has gone to support the Eat Street district. Instead, support from the neighborhood association as well as community support of the existing businesses has made the corridor permanent and well known. The branding of Eat Street as a multicultural restaurant destination in Minneapolis has had an immense effect on the viability of the local businesses and the corridor in general.

BENEFITS AND DRAWBACKS

The Whittier Business Association and the Nicollet Business Association have done a great job at preserving the corridor’s multicultural character. Many small businesses along the street have been there for years and are highly successful. While there has been some turnover to new restaurants featuring American cuisine, particularly at the intersection of 26th and Nicollet, many ethnic restaurants have remained viable.

RELEVANCE AND APPLICATIONS

Eat Street’s success can be attributed to a strong local business association and the desire to brand a unique commercial district in the City. With very little government funding, the Whittier Business Association and the Nicollet Business Association have successfully created a cohesive identity for the community and

made it a destination within the city. This creation of a corridor identity could successfully attract new development to Penn and Lowry while supporting existing businesses, all at a low cost to government agencies.



Image Source: Eat Street Flats



Image Source: Communityexpert.com



Image Source: Creative Commons

Sources:

Whittier Business Alliance Homepage:
<http://whittierbusiness.org/>

Other Sources:

http://www.ci.minneapolis.mn.us/www/groups/public/@cped/documents/webcontent/convert_261301.pdf

The American Indian Cultural Corridor Minneapolis, MN

ABOUT

The Native American community of South Minneapolis has made significant strides to develop a Native American Cultural Corridor along Franklin Avenue between Hiawatha Avenue and Park Avenue. The community—guided by the Native American Community Development Institute (NACDI)—has taken a multi-pronged approach to revitalization, the cultural community's interests at its center. One notable strategy utilized by NACDI toward establishing this cultural corridor is the American Indian Community Blueprint, conceived in April 2010.

This community development framework uses an asset-based approach to advancing American Indian interests and opportunities in South Minneapolis. It is a unique approach as it does not attempt to create a comprehensive plan for neighborhood revitalization, but instead synthesizes past plans, focuses the community vision, and provides a list of realistic, achievable goals and ideas that can be adjusted over time to meet the community's changing needs. This vision for the future was developed by the Native American community through charrettes, community meetings, and forums held by leaders in the community. The Blueprint is the first Native American cultural corridor design to be developed in the country.

Priorities for future development on the corridor include the creation of unique gathering spaces for important meetings, ceremonies, and events. Promotion of local American Indian businesses and formation of financial opportunities through the creation of a community development financial institution (CDFI) are also central. The Blueprint includes a proposed map of community assets and resources, including cultural anchor intersections, retail corridors, green space, and housing. Embedded in this plan are sustainable design principles, walkability considerations, arts initiatives, and prioritization of key amenities the community wishes to see in the future. Reconnection of isolated parcels owned by American Indians along the light rail corridor, expansion of the American Indian OIC, renovation of the space outside the Minneapolis American Indian Center, and creation of a more prominent gateway into the cultural corridor are central to this plan.

Currently, NACDI is developing the Anpetu Wa'ste Cultural Arts Marketplace as a gateway to the American Indian Cultural Corridor at the Franklin Light Rail Transit Station. This new community space will create a community marketplace for artists and



Image Source: NACDI



Image Source: NACDI



Image Source: NACDI

food trucks, with performance space, public art, and new benches and lighting. The project is funded by ArtPlace and Corridors of Opportunity, and is slated to open by the end of 2015.

The Blueprint also prioritizes non-physical planning aspects that included an American Indian conference center, community tours, language and cultural education programming, and sports leagues. Community walks, advisory committees, pow-wows, online promotion and networking opportunities are all identified engagement opportunities. All future physical and community planning efforts are to be developed and implemented through intensive and on-going community engagement strategies.

IMPACT OF INVESTMENT

Implementation of the Blueprint has been made possible through private funding sources secured by NACDI. The most successfully implemented aspects of the Blueprint were the Hiawatha-Franklin Light Rail stop redesign and the opening of a market along Franklin Avenue. Significant branding along the length of the corridor was also done in 2013 and has made the cultural corridor more visible in the community.

BENEFITS AND DRAWBACKS

The Blueprint and resulting cultural corridor are pioneering and unique in the nation, representing community interests and voices effectively through commendable engagement efforts. However, full implementation of the plan has been limited due to a lack of organizational buy-in outside of NACDI and the local CDC. While there is interest in the corridor as a concept, what next steps are necessary has remained unclear.

RELEVANCE AND APPLICATIONS

The Cleveland Neighborhood should look to the American Indian Community Blueprint and NACDI as a resource for the development of the plan for the Penn and Lowry corridors. Like Cleveland, the community around the American Indian Corridor has seen “development efforts...fallen short because they were often disconnected from...community members,” and decision-making “lacked the grassroots participation that would create success” (pg. 5). Again like in Cleveland, this community’s past plans have largely resulted in reports through which “much would be known but little would be done” (pg. 5). The vision for a vital urban American Indian community are similar in type and scope to the vision for Cleveland Park created in 2002, with the Blueprint citing community wholeness, economic vitality, and prosperity as the long-range vision for the community seven generations into the future.



Image Source: Pow-wow Grounds



Image Source: NACDI Blueprint

Sources:

Information collected and synthesized by the Native American Community Development Institute (NACDI). <http://aiccorridor.com/>

Additional details and a downloadable copy of the blueprint can be found online at: <http://www.nacdi.org/default/index.cfm/blueprint/>

LISC developed a neighborhood tour that can be accessed on YouTube that highlights the cultural corridor.

<https://www.youtube.com/watch?v=qdhwXOcVXw8>

News Articles on the American Indian Cultural Corridor:

MinnPost, 2011

<http://www.minnpost.com/politics-policy/2011/01/american-indian-cultural-corridor-new-art-new-enterprise-franklin-avenue>

MPR, 2010

<http://www.mprnews.org/story/2010/08/23/franklin-ave-development>

NorthEast Investment Cooperative (NEIC) Minneapolis, MN

ABOUT

NEIC began in the summer of 2011 with a small, core group of invested residents. The cooperative structure utilizes member shares (\$1,000 per voting share) for community-led redevelopment in Northeast Minneapolis. The acquired owner capital is used for real estate acquisition and subsequent property rehabs. The board of directors is volunteer-based and owner-elected. NEIC has structures in place for owners to be paid dividends and capture some of the properties' appreciating value, although monetary return on investment is not explicitly guaranteed. NEIC emphasizes that dividends will be modest and asset appreciation may or may not occur over time.

IMPACT OF INVESTMENT

The 2506 Project, located at the intersection of Central Avenue and Lowry Avenue, resulted in the acquisition and rehab of building space for three different businesses. In late 2012, NEIC signed a contingent purchase agreement for 2504/2506 Central Avenue. In 2013, NEIC then sold 2504 to Recovery Bike Shop and signed leases with Aki's Breadhaus and Fair State Brewery for the 2506 storefronts. The quantitative impact was over \$1.5 million of investment and 25 new jobs on Central Avenue. NEIC is currently in the market for their next redevelopment project.

BENEFITS AND DRAWBACKS

NEIC is a local co-op that has made national headlines due to its success in building community capital and generating redevelopment. However, the approach's success is driven by thousands of volunteer hours, particularly from the original core group that founded NEIC. Additionally, owners must think of their investments as long-term and for the benefit of the community, rather than a way to make money because monetary returns are not guaranteed. NEIC identified the \$1,000 per voting share as an appropriate price point for the neighborhood, and to see results sooner. Unfortunately, this price point may be a challenge and not work for many neighborhoods.

One direct benefit of owners having a community mind-set is that cooperative businesses open with regular customers already in place. The approach also generates widespread interest, which may also increase patronage. The most obvious benefit of this co-op model is that it ensures community-driven development and investment.

RELEVANCE AND APPLICATIONS

Rather than focusing on a single neighborhood, a co-op modeled after NEIC would be more appropriate for a nexus of North Minneapolis neighborhoods. The main challenge associated with forming a community development co-op is finding a core group of individuals willing to devote volunteer hours to initiate and sustain the co-op. According to NEIC, tools such as Crowdfunding or Kickstarter may also be used to generate initial funds. The group must identify a timeline, area demographics, and corresponding price point for a voting share. If there is a group willing to donate time to the cause, this model has potential for success in North Minneapolis due to low acquisition costs and a number of opportunities.



Image Source: http://blogs.citypages.com/food/2014/08/fair_state_minnesotas_first_coop_brewery_gets_set_to_open.php



Image Source: islr.org

Sources:

NorthEast Investment Cooperative (NEIC) Homepage:
<http://neic.coop/>

Other Sources:

Cooperative Development Services (CDS), Saint Paul:
<http://www.cdsus.coop/>

The Village at Market Creek San Diego CA

ABOUT

The Village at Market Creek Plaza was developed as a high-impact anchor project in the Diamond neighborhoods of San Diego in response to severe blight. Its original goal was to provide the community its first grocery store. This effort grew into a full commercial and cultural center through the joint efforts of resident teams. As a result, these teams have been able to support community ownership and resident voice in development. Movement toward resident ownership and community capacity can be explained through six planning circles:

1. Community Vision and Voice
2. Community & Cultural Arts
3. The Built Environment
4. Family and Community Networks
5. Community Enterprise & Ownership
6. Partnerships & Shared Learning

IMPACT OF INVESTMENT

By focusing on resident ownership and community capacity, the project has resulted in structures for residents to build wealth and circulate money within the Diamond neighborhoods by achieving the following:

- A mixture of ownership including one third national and regional, one-third franchises for potential of resident ownership, and one-third local entrepreneurs.
- Established a community development IPO strategy and secured 20% local ownership in Market Creek Partners, the company which own the Plaza
- Creation of the Neighborhood Unity Foundation, a resident-led community foundation that uses its returns in its 20% share of Market Creek Partners to operate a mini-grants program in the community.
- Additionally, through its local hiring and contracting strategy, the plaza was constructed with 79% minority- or women-owned contracts.

BENEFITS AND DRAWBACKS

While the project became the first in the nation to be designed, built and owned by neighborhood residents, it required large amounts of financial, social and human capital that were only successful due to the investment and leadership of the Jacobs Center for Neighborhood Innovation.

RELEVANCE AND APPLICATIONS

In order for this model to be successful in Cleveland and other Northside neighborhoods, residents and community-based organizations must be given the power to make development decisions for themselves. This would also require that the City of Minneapolis hold parcels that have potential for development for neighborhood acquisition. Cleveland could establish a working group with neighborhood residents to control tenant selection and create development principles. Building economic capacity for resident ownership by using returns from equity (ROE) would also be important for establishing a project like the Village at Market Creek.



Image Source: Village at Market Creek



Image Source: Village at Market Creek

Sources:

The Village at Market Creek Homepage:
<http://www.thevillageatmarketcreek.com/>

Other Sources:

<http://issuu.com/jacobscenter/docs/village-impact>
http://www.jacobscenter.org/_pdf/SEIR2010.pdf

Riverwest Cooperative Alliance (RCA) Milwaukee, WI

ABOUT

RCA is frequently described as a “co-op for co-ops.” There are currently five members of the alliance: Riverwest Co-op and Café, Riverwest Public House Cooperative, People’s Books Cooperative, Build Milwaukee Cooperative, and Riverwest Investment Cooperative. RCA provides education, and professional services, as well as general assistance for creation of new co-ops or the conversion of an established business into a co-op. Member-shares for each individual co-op also support the RCA.

Riverwest Co-op and Café

Riverwest Food Co-op opened in 2001, and the Café opened in 2004. The Co-op now has over 3,000 members and more than 100 volunteers. Lifetime membership costs \$100 but may be paid in increments of \$20 per year.

Riverwest Public House Cooperative – “Building community one drink at a time!”

The Riverwest Public House is a bar comprised of four decision-making bodies: membership, board of directors, workers collective, and standing committees. Lifetime membership costs \$200, or \$40 per year for five years. Individuals who live within 50 meters of the Public House are automatically entitled to voting rights but do not receive other membership benefits without paying for a share.

People’s Books Cooperative

People’s Books Cooperative is a bookstore run almost entirely by volunteers. Volunteer shifts run for two hours at a time, and people may volunteer for multiple shifts at a time. The cost of membership is the same as the Riverwest Co-op and Café.

Build Milwaukee Cooperative

Build Milwaukee Cooperative is comprised of worker-members that provide construction and design services for home re-modeling projects.

Riverwest Investment Cooperative

RIC is similar to NEIC in that its purpose is community-driven development. However, rather than focusing on incubating businesses, the primary focus of RIC is to provide a higher quality of life through affordable housing and increased owner-occupancy. Member-shares are \$1,000 with an option to become a preferred shares investor, which allows individuals to purchase a share in \$100 increments. Ten shares may then be converted into full membership.

IMPACT OF INVESTMENT

Each co-op was opened within the last 15 years. The success of each co-op makes it possible for subsequent co-ops to be created. The Riverwest Public House opened as a way to directly fund RCA with 100% of the profits going to the organization. The support RCA receives from the Public House and other co-op members increased opportunities for the Alliance. For example, RCA recently formed a partnership with Solar Riverwest to leverage interest and buy-in for a solar group buy program.

BENEFITS AND DRAWBACKS

As with other co-op models, much of its success hinges on volunteer hours. Volunteer hours may lessen over time with growth, but they are still intrinsic to cooperative development models. Information regarding the details of how the co-op members of RCA support the Alliance and each other are limited, but the overall structure seems beneficial for both sustaining existing and creating new co-ops.

RELEVANCE AND APPLICATIONS

Although not technically a “co-op for co-ops,” the Twin Cities does have a nonprofit that offers similar resources for co-ops as RCA, Cooperative Development Services (CDS) in Saint Paul. More information about CDS is available in the Cooperative Development Resources at the end of this report. If enough volunteer power is acquired, then a restaurant and/or bar modeled after the Public House Cooperative has the potential to flourish in the Cleveland neighborhood.



Image Source: <http://www.radiomilwaukee.org/stories/economic-development/riverwest-cooperative-alliance>

Sources:

Riverwest Cooperative Alliance (RCA) Homepage:

<http://www.rca.coop/>

Read more about the members of RCA here:

<http://tinyurl.com/rcamembers>

LIMITED EQUITY HOUSING COOPERATIVES (LEHCs)

ABOUT

Limited equity co-ops provide long-term affordable housing by limiting return on sale, typically through a pre-determined formula. Some co-ops allow member shares to gain appreciation moderately. The minimum size of resident-controlled housing usually ranges between 12 and 20 units. Housing cooperatives can be new construction, converted, leased, or developed with members' sweat equity. LEHCs can also be layered with other types of subsidy to increase affordability further.

IMPACT OF INVESTMENT

LEHCs have the potential to mitigate displacement by providing affordable home ownership options for low-income residents. Even though an LEHCs place limits on the appreciation of value, the lower cost of housing helps balance any equity lost (Saigert & Benitez, 2011). LEHCs are also an avenue to spur investment in communities, especially when deteriorating housing stock is converted to cooperative housing (Policy Link, n.d.).

BENEFITS AND DRAWBACKS

Similar to other cooperative models, LEHCs need a core group of people willing to donate their time to ensure success. This core group also needs substantial support from other members and can even require a minimum amount of participation. Additionally, the financials of starting and maintaining an LEHC are complex and require skilled individuals to properly manage this aspect of the co-op (Policy Link, n.d.).

LEHCs have a number of social benefits and for residents and the surrounding neighborhood. LEHC residents are found to "participate more in neighborhood organizations, live in their neighborhoods longer, and have a greater desire to stay compared to other low-income renters" resulting in greater "feelings of belonging to a larger community" (Saigert & Benitez, 2011, p. 430). LEHC units have also been found to be in better condition than other multi-family housing due to member control over maintenance and general upkeep.

RELEVANCE AND APPLICATIONS

LEHCs provide an opportunity to create long-lasting affordable housing while promoting resident stability through home ownership and community involvement. There are several development interests in and around the Cleveland neighborhood, so gentrification is a

possibility and should be considered now rather than when it is underway. More permanent affordable housing is necessary to avoid resident displacement. LEHCs may be a viable way to pursue this goal. More information on housing cooperatives can be found in the Cooperative Development Resource at the end of this report.

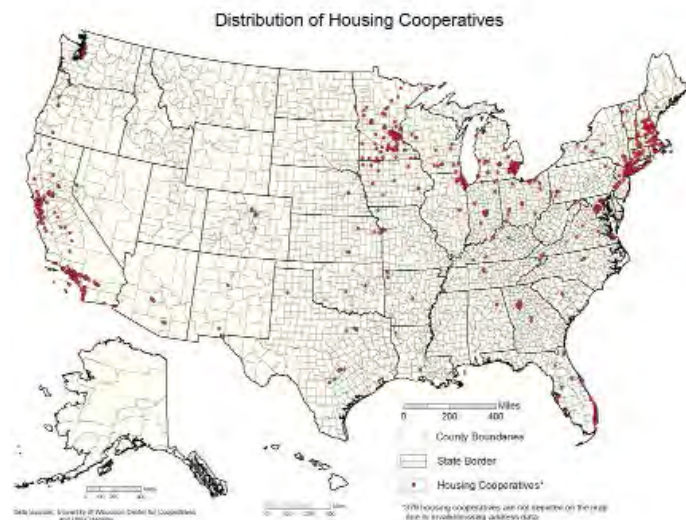


Image Source: <http://reic.uwcc.wisc.edu/house/>



Image Source: <http://parkerstreetcoop.org/>

Sources:

PolicyLink - Limited Equity Housing Cooperatives. (n.d.). Retrieved April 3, 2015, from <http://policylink.info/EDTK/LEHC/>

Saegert, S., & Benitez, L. (2005). Limited Equity Housing Cooperatives: Defining A Niche In The Low-Income Housing Market. *Journal of Planning Literature*, 19(4), 427-439.

Other Sources:

National Association of Housing Cooperatives (NAHC): <http://coophousing.org/>

Local Initiatives Support Corporation (LISC) Chicago, IL and Minneapolis, MN

ABOUT

LISC exists to equip “struggling communities with the capital, strategy and know-how to become places where people can thrive.” Through over thirty years of experience, they have engaged with community organizations across the country to invest in health, housing, employment, education, and public safety holistically.

In the Twin Cities, LISC invests in community-based organizations that create jobs and do housing and community development. In 2011, LISC's five partners in Minneapolis and Saint Paul implemented the Financial Opportunity Center model and worked with over 1,600 community residents on achieving financial stability. LISC collaborates with the Center for Urban and Regional Affairs (CURA) to analyze the effectiveness of the Building Sustainable Communities program in reducing racial disparities. LISC also convenes community developers, residents, government officials and private interests to produce coordinated plan for corridor redevelopment, successfully allocating for affordable housing along the 11 Central Corridor light rail line and leveraging community assets for future equitable development.

In the Twin Cities Corridor Development Initiative (CDI), LISC matches neighborhood and city goals with market realities. Through an efficient public review system, they bring proposals to the community multiple times to ensure that future development reflects the community vision. They also speed up the process for developers, cutting down the amount of time between proposals and breaking ground on a project. According to the Twin Cities LISC website, CDI benefits cities, residents and developers by:

- Raising the level of dialogue around development options,
- Helping residents understand financing and design, enriching their development vision,
- Building consensus around development priorities, and
- Positioning opportunity sites for development partners.

Corridor projects in Minneapolis were completed between 2004 and 2007 along West Broadway, Lake Street, 38th and Chicago, and Central Avenue among others.

IMPACT OF INVESTMENT

Over \$47 million has been contributed to the New Communities Program (NCP) by the MacArthur

Foundation, with additional funding coming from the Annie E. Casey Foundation, Chase bank, and other foundations. In the Twin Cities, the McKnight Foundation has provided continued support of LISC's Twin Cities program, primarily of community development initiatives, with two and three year grants of \$1,500,000 to \$3,000,000 since the early 2000s. In addition to general operating support, this funding supported the Twin Cities Fund for Neighborhood Development and Fund for Affordable Housing Production, as well as the Suburban Partnership Fund. Since its inception in Minneapolis, LISC has provided:

- 10,576 homes and apartments
- 1.7 million square feet of commercial space
- \$481 million total investment
- \$1.6 billion leveraged funds

BENEFITS AND DRAWBACKS

LISC provides the expertise to match community visions with city goals, with the end result of speeding up the process of development. Delays are costly for developers, and when profit margins are small, a one week delay can make a project unviable. LISC has developed effective tools for helping residents and developers understand financing and design options for promising sites across the Twin Cities.

RELEVANCE AND APPLICATIONS

LISC could be a vital partner for CNA to move toward a holistic development model. They have been successful in the Twin Cities and other midwestern cities—particularly in corridor redevelopment. LISC has experience working in North Minneapolis and understands the context of the region. CNA should explore working with LISC in a Corridor Development Initiative to benefit from their expertise and providing opportunities along Penn and Lowry for the community and developers.



Image Source: tim.nelson.mn

Sources:

LISC Homepage: <http://www.lisc.org/>

LISC New Communities: <http://www.newcommunities.org/>

LISC Twin Cities: <http://www.lisc.org/content/offices/detail/623/>

Twin Cities LISC Homepage: <http://www.tclisc.org/>

N.E.O.N. Community Collaboratives

Minneapolis, MN

ABOUT

Established in 2006, Northside Economic Opportunity Network (N.E.O.N.) aims to draw new businesses and investment along Northside commercial corridors, first focusing efforts along West Broadway. A foundational principle of N.E.O.N. is that to be successful, “new business development should focus on providing goods and services needed by Northside residents,” and that local ownership by Northside residents in developments will lead to positive business outcomes in the long run. Services include small business feasibility assessments, entrepreneur promotion and training, technical assistance, and lending assistance to start-ups.

N.E.O.N.’s partners and providers offer services to entrepreneurs, financing, and business support opportunities relevant to other North Minneapolis neighborhoods. In 2013 alone, 54 people participated in orientations and seminars, and 26 aspiring entrepreneurs completed two different 12-week Entrepreneur Training programs, which included 260 hours of technical assistance.

IMPACT OF INVESTMENT

Funds for these projects was varied and often included historic and low-income tax credits for the physical structures built. The Northside Funder’s Group and LISC, have also been critical for N.E.O.N.’s projects. These organizations seek to create thriving economies through workforce development and improvement of physical space along corridors. NDC and N.E.O.N. do not have their own capital funds, but work with CDCs and the City to acquire 2% loans for their projects. Connecting small businesses and entrepreneurs to the funds they need to get started is the primary work of NDC and N.E.O.N.

BENEFITS AND DRAWBACKS

The success of NDC and N.E.O.N have been due to strong and strategic community partnerships. N.E.O.N. has good relations with businesses along West Broadway where its work is primarily focused, and it grows strategically into communities in the North side where they have strong connections. Similarly, NDC works with groups of entrepreneurs that already have a vision for the type of cooperative they desire and provide the technical assistance and navigate funding sources to make this possible.

RELEVANCE AND APPLICATIONS

Both NDC and N.E.O.N. would be strong strategic partners for CNA in building a receptive environment for entrepreneurs to start their new businesses. N.E.O.N. has worked extensively with Camden, the West Broadway Coalition, and the Northside Job Creation Team. They have also helped several businesses in the Cleveland Neighborhood get started, including the Lowry Cafe, All Washed Up Laundromat, and Ancestry Books. They were foundational in developing a plan for Lowry Avenue, collaborating with the Lowry Business Association. Both NDC and N.E.O.N. have proven track records in developing small business opportunities through targeted training and assistance to aspiring entrepreneurs. The Cleveland Neighborhood could follow the lead of Camden and invite N.E.O.N. to do workshops with their board to consider what entrepreneur training services--if any--may work in Cleveland.



Image Source: tcfoodies.ning.com

Sources:

N.E.O.N. Homepage: <http://www.neon-mn.org/>

News Articles on N.E.O.N. Projects:

Jones, Grover. (2012). "A Guiding NEON Light." Star Tribune. <http://www.startribune.com/lifestyle/givingback/177484851.html>

CREATING SMALL BUSINESS INCUBATORS

NDC approaches real estate development through a holistic community lens, strategically developing local business talent and rejuvenating underutilized commercial buildings to create entrepreneurship incubators for the economic growth of key corridors. Restoration of blighted properties and development of key programming has led to the creation of “vibrant active places that contribute to the economic development and revitalization of urban neighborhoods” (Mission Statement, NDC). Through this program established in 1993, NDC has redeveloped five key Twin Cities commercial properties into “incubator sites,” three of which are highlighted below. As of 2015, NDC has developed over 120,000 square feet of commercial space and provided space for over 100 locally-owned small businesses.

COOPERATIVO MERCADO CENTRAL

Latino entrepreneurs living in South Minneapolis identified a block of vacant buildings at Bloomington Avenue and Lake Street as an opportunity to create a Latino-themed public market similar to those prominent in Mexico. This group of recent immigrants pooled their assets, sought entrepreneurship training through NDC, and developed the vision for Mercado Central. Opened in 1999, the project has transformed a vacant building on a crime-impacted intersection into an active hub of commerce inspiring additional development along the Lake Street corridor—including the Midtown Global Market. As a partnership between the Neighborhood Development Center (NDC), Project for Pride in Living (PPL), and the Whittier CDC, this is a strong example of collaboration between organizations in response to a community-identified need.

MIDTOWN GLOBAL MARKET

Another neighborhood-driven initiative, the Midtown Global Market, re-inhabited the ten-year-vacant Sears building at the intersection of Chicago Avenue and Lake Street in South Minneapolis. Like the Cooperativo Mercado Central, this 2006 addition to the Philips Neighborhood was a partnership among local organizations: NDC, Latino Economic Development Center (LEDC), and the Powderhorn Phillips Cultural Wellness Center, resulting in a mixed-use development holding residences, offices, and retail space. Home to more than 40 small businesses and over 200 employees (though there is space for up to 60 businesses), the Midtown Global Market hosts over 1.2 million shoppers and visitors every year.

Not only was the Market a landmark renovation for its mixed of uses and collaboration, but for the mix of funding sources which were brought together creatively to make it all possible as well. This \$190 million restoration project was funded by a wide range of sources, including Federal Historic Preservation Tax Credit (\$15.08 million), New Markets Tax Credit (\$17.05 million, \$8.15 million from the Midwest Minnesota Community Development Corporation), low-income housing tax credit financing, federal Empowerment Zone funding, as well as corporate and philanthropic contributions. Corporate investment from Allina and Ryan Companies also contributed significant funds, along with substantial public dollars that went to revitalization around this node. Combining such varied financing sources is complicated and truly only “viable for medium to large-sized historic renovation projects requiring at least \$5 million in financing”, reported Julia Nelmark, Midwest Minnesota Community Development Corporation’s (MMCDC) New Market Tax Credit Program Director. However, New Market Tax Credits are available for commercial and mixed-use projects that require as little as \$250,000.

FROGTOWN ENTREPRENEUR CENTER

The buildings at this key intersection which serve as a gateway to the Frogtown neighborhood were vacant and contributed to the blight that plagued the community. NDC acquired and rehabilitated the buildings in the late 1990s to be entrepreneurial space for local businesses and community groups. As of 2014, the space hosts 14 small businesses, of which 86% are minority-owned, 43% are woman-owned, and 36% are graduates of NDC’s entrepreneur training classes held in the building.

Sources:

NDC Homepage: <http://www.ndc-mn.org/>

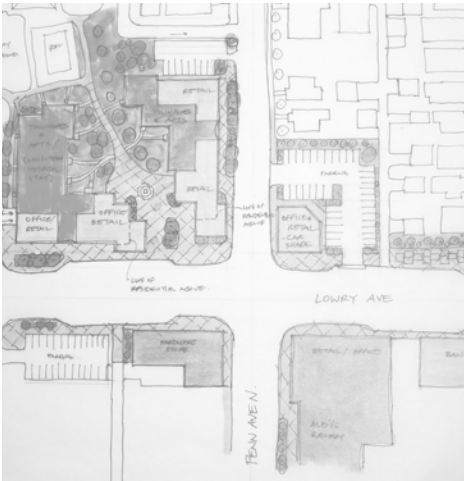
NDC on Midtown Global Market (photo credit): <http://www.ndc-mn.org/mgm>

LEDC On Mercado Central: <http://www.ledc-mn.org/mercado-central.htm>

Midtown Global Market: <http://midtowncommunityworks.org/GlobalMarketopening.html>

News Articles on NDC Projects:

Erickson, Jamie. (2011). The Minnesota Preservationist. Accessed at: http://www.mmcdc.com/cmsdocuments/MMCDC_&_Midtown_Market.pdf



SECTION FOUR

RECOMMENDATIONS +

CLEVELAND'S ROLE

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran

4.1 Cultivator

4.2 Educator

4.3 Matchmaker

4.4 Advocate



Recommendations + Cleveland's Role

ABOUT

The history and past planning efforts in the Cleveland neighborhood have helped to shape the community that exists today. A changing population, stable consumer base, planned public investment and committed residents, illustrate that the Neighborhood is ripe for development. However, maintaining community vision will be critical throughout the process. A series of case studies in equitable revitalization and cooperative development provide models moving forward. Based on this research, conversations with community members and attending community meetings, recommendations for the Neighborhood have been developed.

RECOMMENDATIONS

- Actively engage the Cleveland Neighborhood with development discussions and decisions.
- Allow for this engagement to happen beyond the setting and activities of the Neighborhood association to include a wide array of voices and opinions.
- Build the capacity of the Neighborhood Association to have more active conversations with developers and bridge the gap between development and community voice.
- Change existing attitudes of what development is and negative connotations associated with certain development types.

ROLES

In order to implement these recommendations, four different roles have been developed for the the Cleveland Neighborhood Association (CNA). These include:

Cultivator: Give power and agency to individuals and groups with a vision that matches what the community has voiced.

Educator: Teach the community about the variety of development opportunities available for the neighborhood.

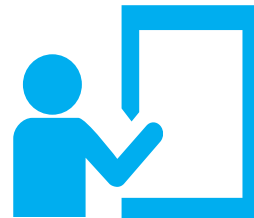
Matchmaker: Create connections between business owners, developers, and entrepreneurs with parcels appropriate for proposed developments.

Advocate: Promote community identity and ensure that development upholds that vision.

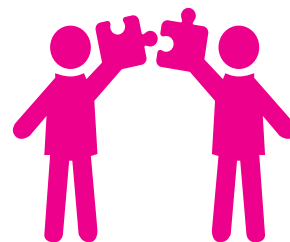
Some of these roles will be ongoing and some of these roles will be adopted at different points during the development process, depending on the needs of the Neighborhood. The following section elaborates on these roles including possible duties within each. It also matches tools and resources so that CNA and residents can be prepared to enact their vision for development.



CULTIVATOR



EDUCATOR



MATCHMAKER



ADVOCATE



POSITION CLEVELAND RESIDENTS TO EXERCISE POWER, AGENCY, AND CONTROL OVER DEVELOPMENT DECISIONS AND OUTCOMES.

Develop procedures to refocus on community vision and values whenever possible.

In order to reflect Cleveland Neighborhood's values into future development, the Neighborhood Association can create systems to hold individuals and groups accountable for their development interest. For instance, CNA should deepen its relationship with the City of Minneapolis and Hennepin County to encourage them to more heavily consider the recommendation of the Community Development Committee for each RFP that is submitted. Subsequently, CNA would need to incorporate a development review process as a function of the CDC. Creating development principles based on previous and ongoing community engagement would provide guidelines to facilitate the development review process.



Who is a Developer?: Understanding ways in which the community can influence development and create a system of accountability



What is the RFP Process?: Understanding what is required for a submission and when it is necessary to stay ahead of external development interest

Create opportunities for broad engagement and new input in the Community Development Committee.

Any new development in Cleveland must engage the community for support and to understand opportunities for incorporating community interests. The CDC can collaborate with developers to coordinate engagement opportunities to both inform the community and inform a development project to ensure development types and design are compatible with the needs and interests of residents. Additionally, community engagement platforms such as the Neighborhood Street Forum can be used by the CDC to involve community members who do not have the capacity to formally be involved in CNAs activities. Thus, coordinating Cleveland's existing community engagement efforts with future development discussions will help build a culture of collaboration and an accountability system.



Community-Supported Opportunities: Understanding what the community wants from existing and past engagement efforts



What is Affordable Housing?: A fact sheet designed to help community members understand how the government defines affordable housing and how it can draw investment into a community

Modify the traditional approach to development as top-down to bottom-up (community as developer).

The term "developer" is traditionally used to describe an individual or group that builds and sells houses or other buildings on a piece of land. A developer also owns property such as housing or commercial space that they lease to tenants. However, the definition of a developer is much more than this. Developers can be individuals, companies, and non-profit organizations. More importantly, community members and residents who operate businesses out of their own property are also developers. Cleveland residents can assume developer roles by influencing development using its rich culture of community engagement. Understanding that the term developer is not exclusive for entities with financial capital will allow Cleveland to exercise its social capital to influence development decisions.



Community-Supported Opportunities: Understanding what the community wants from existing and past engagement efforts in order to hold developers accountable



Who is a Developer?: Understanding ways in which the community can influence development and create a system of accountability



New Compost Bins at the Community Garden

Image Source: Cleveland Neighborhood Association

Relevant Resources:

- Economic Development Training Resources
- Cooperative Development Resources



EDUCATOR

TEACH UP TO POLICYMAKERS AND OUT TO THE COMMUNITY ON PROMISING DEVELOPMENT OPPORTUNITIES.

Host community workshops to analyze relevant plans on the community's horizon.

When multiple actors are involved in planning the future of a community, it is easy for high-level information to be missed by the community. The Penn Avenue Community Works plan was created in September by Hennepin County as a guide to future development along Penn Avenue, taking into account Metro Transit's BRT proposal. The Cleveland Neighborhood Association should act as a resource and educator for the community to fully understand what changes are proposed, when they will come, what role the community plays in making recommendations, and how the changes will affect the community. These workshops will also be forums for updating the Community Supported Opportunities handouts for developer education. Through this work, the Cleveland Neighborhood Association will help community members stay informed and ready for action.



Community Supported Opportunities:

Resources on available parcels and community input from Cleveland residents, to be updated by participants in workshops

Launch a series of entrepreneurship and cooperative organizing workshops with an experienced community partner.

The Cleveland Neighborhood has a wealth of knowledge, skill, and entrepreneurial vigor in the people who live and work within its boundaries. Although many opportunities to gain professional skills already exist, not everyone has equal access to tools and resources to start their own business. Given the strong interest of community members in starting a cooperative, the Cleveland Neighborhood Association should organize a series of training sessions open to all community members interested in exploring a cooperative business model. Hosting outside experts to train local entrepreneurs is an investment in the future economic vitality of the neighborhood.



How to Form a Co-op: Knowing what steps are necessary to form non-traditional business ownership models

Perform an affordable housing outreach campaign in the Cleveland Neighborhood.

Although development of affordable housing has been an identified need in multiple community plans, when recent development projects have been selected, some community members joining the process late oppose these projects without understanding what affordable housing actually is, or without fully understanding the need that exists. The Cleveland Neighborhood Association can utilize the "What is Affordable Housing?" tool in this report in a targeted campaign to educate the public on housing affordability. These flyers can be printed and distributed to households, made into a poster, or used in an evening community workshop. The Cleveland Neighborhood Association must consider itself both a resource and an educator to community members, working to simplify information and share it actively so every potential opportunity is explored to its full potential.



What is Affordable Housing?: A fact sheet designed to help community members understand how the government defines affordable housing and how it can draw investment into a community



Image Source: Cleveland Neighborhood Association

Relevant Resources:

- Housing + Corridor Redevelopment Training Resources
- Subsidized Housing Resources
- Economic Development Training Resources
- Cooperative Development Resources



MATCHMAKER

CREATE CONNECTIONS BETWEEN BUSINESS OWNERS, DEVELOPERS, AND ENTREPRENEURS WITH DEVELOPABLE PARCELS.

Develop materials and committee knowledge on the RFP and RFI process.

Create a development advisory committee that will seek, review, and support potential development proposals. This support can be shown by actively walking through the proposal process with any type of developer that approaches CNA with proposals. The committee should also create materials and their own email lists in order to fill in any gaps that may be present in the City and County processes.



What is the RFP Process?: This tool will familiarize the community and potential developers with City and County processes



Who is a Developer?: Knowing how to support all types of developers, whether for- or non-profit, or community members

Anticipate potential RFPs for sites in the community.

Stay in communication with the City and County about publically owned land in the neighborhood in order to anticipate upcoming RFPs. The City provides a way to sign up for email notifications related to funding and site development opportunities, including RFPs on their website (minneapolis.gov/cped/rfp). Although the County does not provide email notifications, they do provide informational and technical sessions for assistance with submitting an RFP. There would be value in scheduling standing meetings with both the City and County as long as they own land in Cleveland Neighborhood to avoid missed opportunities.



What is the RFP Process: Understanding the RFP process will help CNA stay connected with County and City representatives



Who is a Developer?: Promoting available opportunities to interested developers, while keeping the neighborhood's interests in mind



Lots to Know: This tool will help track publically owned land in the Neighborhood

Create and promote parcel descriptions and advertise funding opportunities.

Vacant parcel and building descriptions should be maintained, regularly updated, and advertised to interested parties. The registered vacant building list is updated monthly by the City. Publically and privately owned vacant lots can be identified by both searching for specific addresses and using interactive maps on the City and County websites, which are listed in the Lots to Know tool. CNA should also become familiar with different types of developments and how other organizations are approaching development opportunities as the neighborhood level. There are a variety of funding opportunities available for economic development, however, people are not always aware of the options due to lack of accessibility. The City's website provides a comprehensive list of links for local to federal level grants and low-interest loans for various development types, which are detailed in Funding Resources. Cleveland Neighborhood should advertise funding opportunities in a clear and accessible way to residents and potential developers.



Community-Supported Opportunities:

Parcel descriptions may be used to gather community input regarding potential developments from Cleveland residents



Lots to Know: This tool will simplify the process of tracking publically owned land in the neighborhood and provide links necessary to search City and County databases.

Relevant Resources:

- Housing + Corridor Redevelopment Training Resources
- Economic Development Training Resources
- Funding Resources



ADVOCATE

PROMOTE COMMUNITY IDENTITY AND ENSURE THAT DEVELOPMENT UPHOLDS THAT VISION.

Act on plans to promote the Cleveland Neighborhood's identity as a vibrant North Side community.

Plans that represent the Cleveland Neighborhood's values and voice need to be celebrated. While many implementation duties are left to the City, County, and private developers, the Cleveland Neighborhood Association (CNA) can advocate for particular projects that are in-line with their vision. If the projects are within the capacity of the neighborhood association and residents, Cleveland can organize and implement those ideas themselves. Some ideas could be organizing neighbors to work in community gardens, hosting neighborhood events, or developing youth programs. Similarly, CNA can work more closely to support and organize local business owners and entrepreneurs.



How to form a Co-op: Knowing what steps are necessary to form non-traditional business ownership models

Hold developers accountable to the Cleveland Neighborhood's vision, values, and expectations.

The Cleveland Neighborhood has a strong vision and set of values for how it wants to see the community grow. Through robust outreach, such as the neighborhood street forum and meetings with residents, it is clear that opportunities for youth, the arts, and recreation as well as thriving businesses are considered critical for growing the community. Despite what technical market studies reveal, Cleveland residents are ready and willing to support local businesses and neighbors to create a more vibrant community. On the other hand, businesses that are not supported by the community vision, such as liquor stores and convenience marts, have been pushed out by active residents. CNA must work with developers to illustrate residents' passion and commitment to building a strong business corridor centered at Penn and Lowry.



Community-Supported Opportunities: Resources on available parcels and community input from Cleveland residents



What is the RFP Process: Knowing how and when in the process to engage with developers



Lots to Know: Tracking what land is available for development in the neighborhood

Promote successful development proposals by providing letters of support and speaking out to the City and County.

The Cleveland Neighborhood has seen all types of development, from the growth of small businesses, to large developments and chain retailers. Although a diversity of business types is critical for a vibrant commercial corridor, not all development proposals have the neighborhood and its residents in mind. When proposed development supports the visions and values of the Cleveland Neighborhood, the Association must act to support that development. Writing letters in support of good development to the City of Minneapolis and Hennepin County shows the Neighborhood's commitment to equitable growth. Supporting good development holds the City and County accountable and ensures that Cleveland's voice will be heard.



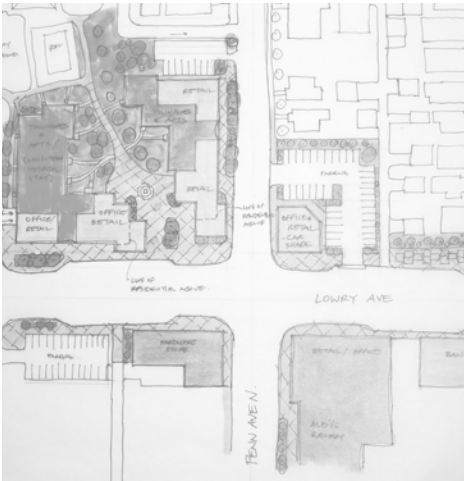
What is the RFP Process: Knowing how and when to engage with the City of Minneapolis and Hennepin County

Share the importance of health outcomes and access to quality food.

Although Cleveland is not technically a food desert, CNA should monitor what food options are available in the community and make sure that any new vendors proposed in the neighborhood match the community vision of providing more quality food options. We highly recommend that the Community Development Committee assign at least two members to take on an advocate for healthy food options and continued gardening space in the community. Additional resources on community food assessment can be found on the Center for Disease Control's website to aid the committee members that take on this role.

Relevant Resources:

- Economic Development Training Resources
- Cooperative Development Resources
- Funding Resources
- Health and Community Gardening Resources



TOOLS FOR COMMUNITY DRIVEN DEVELOPMENT



- WHO IS A DEVELOPER?
- WHAT IS AFFORDABLE HOUSING?
- HOW TO FORM A CO-OP
- WHAT IS THE RFP PROCESS?
- COMMUNITY SUPPORTED OPPORTUNITIES
- LOTS TO KNOW

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran



Tools for Community Driven Development

ABOUT

In order to engage in the four roles of Cultivator, Educator, Matchmaker and Advocate, the Cleveland Neighborhood Association (CNA) will need to engage in a variety of different activities. From discussions with the City of Minneapolis and developers, to supporting entrepreneurs, to educating community members about affordable housing and the RFP process, these roles are broad and deep. Six tools providing information to support these roles and duties have been created to assist CNA in their future work.

THE TOOLS

Who is a Developer? This tool describes the different types of developers and their motivations.

What is Affordable Housing? This tool describes affordable housing and its benefits to all residents in the community.

How to form a Co-op: This tool provides general steps about how to form a business cooperative.

What is the RFP Process? This tool explains the RFP process used by the City of Minneapolis and Hennepin County when attracting new development.

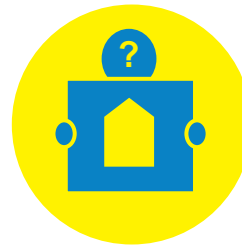
Community Supported Opportunities: This tool synthesizes the desired locations for development and desired types of businesses, as identified by neighborhood residents.

Lots to Know: This tool provides resources about available vacant parcels along Penn and Lowry Avenues as well as information about ownership in the neighborhood.

RESOURCES

In addition to these six tools, six resources have been developed to provide supporting information. These resources provide additional information, websites and contact information to help move projects forward. Resources include:

- Housing and Corridor Redevelopment Resources
- Subsidized Housing Resources
- Economic Development Training Resources
- Cooperative Development Resources
- Funding Resources
- Health and Community Gardening Resources



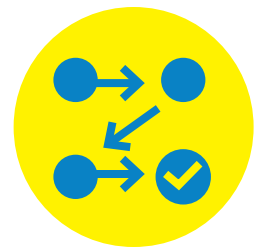
WHO IS A
DEVELOPER?



WHAT IS AFFORDABLE
HOUSING?



HOW TO
FORM A COOP



RFP PROCESS



COMMUNITY SUPPORTED
OPPORTUNITIES



LOTS TO KNOW

Role of the Tools:

These tools and resources are not meant to be all-inclusive, but rather a springboard for the Neighborhood to move forward in future development projects. They will provide the initial steps to building capacity while allowing room for CNA and Neighborhood residents to grow.



WHO IS A DEVELOPER?

Traditionally, a **developer** is an individual or company that builds and sells houses or other buildings on a piece of land. A developer also owns property such as housing or commercial space that they lease to tenants. However, the definition of “developer” is actually much broader. Developers can be individuals, companies, non-profit organizations and even neighborhood residents.



We Are Private For-Profit Developers

We typically:

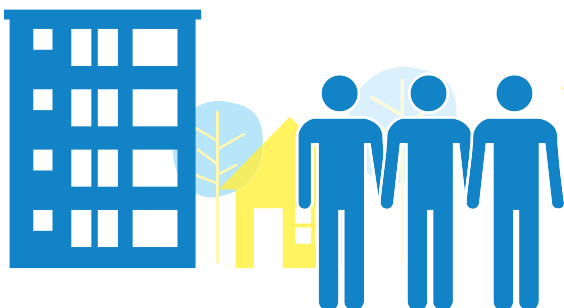
- Do not live in the neighborhood they develop in.
- Buy land to develop property on to lease or sell.
- Base their building types on the ‘market’.



We Are Non-Profit Developers

We typically:

- Focus their work in specific neighborhoods that are distressed.
- Develop in areas that are receptive to certain building types and uses such as affordable housing.



We are Neighborhood Residents (owner-occupied developers)

We typically:

- Live and own property in the neighborhood.
- Operate businesses out of our property.



WHAT IS AFFORDABLE HOUSING?

Officially, according to the U.S. Department of Housing and Urban Development, affordable housing is a residence that costs a household no more than 30% of their annual household income. This threshold is called the “**affordable rent burden.**”

Why is Affordable Housing so important?

- Over **12 million** U.S. households now pay more than 50% of their income toward housing (HUD 2013).
- Low-Income families who pay more than 30% of their income toward housing-related costs are **cost-burdened**, and may have trouble affording necessities like food, transportation, clothing, or medicine.

**AFFORDABLE
HOUSING**
Costs no more than

30%
of a household's
annual income

How are income limits for Affordable Housing calculated?

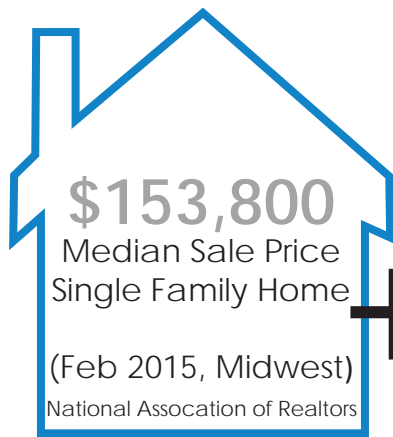
The government officially uses the Area Median Income of a designated region—usually a county or metropolitan area—to identify housing that is affordable to families in the middle or lower ends of the income scale. The median (or middle) income of that region serves as the baseline. It is not an average. There are almost 1,000 different regions nationwide with different income categories.



How does Cleveland's Area Median Income compare?

With a median household income of **\$53,882**, Cleveland falls under the low income category at the national, state, county, and metro levels. This means that over half of the current residents of the neighborhood may benefit from programs that create quality affordable housing!

| | Median Income | Low Income (80%) | Very Low Income (50%) | Extremely Low Income (30%) |
|---------------------------------|---------------|---------------------|--------------------------|-------------------------------|
| USA Metro Areas | \$ 68,400 | \$54,720 | \$34,200 | \$20,520 |
| Minnesota | \$77,400 | \$61,900 | \$38,700 | \$23,200 |
| Minneapolis-St. Paul Metro Area | \$86,600 | \$69,280 | \$43,300 | \$26,000 |



+ **\$ 584**
monthly mortgage payment

What is the Twin Cities' Housing Affordability Index?

A Housing Affordability Index measures whether or not a household of a particular size has enough income to pay a certain level of rent or to qualify for a mortgage loan on a typical home in a region.

Studio: **\$641**

1 Bedroom: **\$796**

2 Bedroom: **\$996**

3 Bedroom: **\$1,403**

4 Bedroom: **\$1,656**

What is a Fair Market Rent?

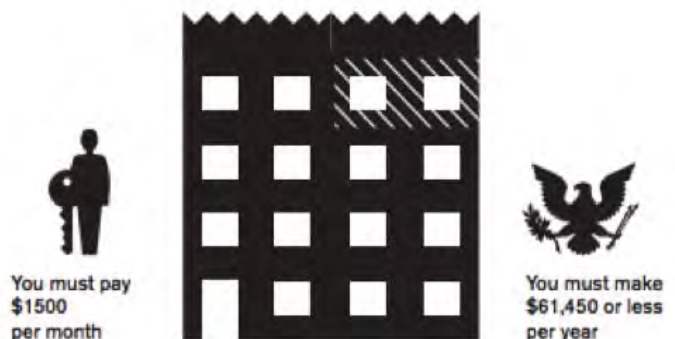
A Fair Market Rent (FMR) is established by the Department of Housing and Urban Development (HUD) for a region. It is the rent expected to be paid by residents based on area median income. For 2015, this is what the government says is a fair rent for Hennepin County affordable to a household making the Area Median Income in 2015.

Government Subsidy Program Eligibility:

Public Housing: 80% AMI (\$69,280 or less)

HOME and Tax Subsidies: 60% of AMI (\$51,960 or less)

Housing Choice Vouchers/Section 8: 50% AMI (\$43,300)



But... "affordable for whom?"

Those "fair" market rents might seem high to some people. That's because they are! Just because the government says that housing is "affordable" doesn't mean that it is affordable for everyone. Affordability is set to different income thresholds, described above, to target segments of the population. Many housing programs explicitly state their income requirements to make sure that the households that really need that housing can get in. These are government regulated programs that keep rents low, and for many of these programs private or non-profit developers can opt in and receive a subsidy or tax credit that offsets the loss in income from rent. In some affordable home ownership programs (like those done for Habitat for Humanity, PPL, and other developers), construction costs are kept low through the use of volunteers and donations and homes can be sold for prices lower than if they were done traditionally.





HOW TO FORM A CO-OP

1



OH, THE POSSIBILITIES!

2



GET ORGANIZED!

3



RAISE CAPITAL.

4



CONDUCT NEIGHBORHOOD
ANALYSIS.

5



SELECT A PROJECT.

6



MANAGE & MAINTAIN.



1. OH THE POSSIBILITIES!

If you are wondering how to start a co-op, chances are you have talked with other interested individuals. Whether you have a core group of individuals or not, the first step is to:

- Meet with neighborhood groups, stakeholders, and residents to identify community needs
- Develop a shared, community vision for the co-op

After Step 1, you should have no doubt that this co-op will be for the community and not just a select group of individuals. You will also generate excitement and community support, which will be beneficial for Steps 2 and 3!



2. GET ORGANIZED!

Before or during this step, a core group of invested members must be identified. This core group should have a variety of skills, experiences, and knowledge in order to make the most out of volunteer hours. This step is more technical than the first but its completion is a strong indicator of future success. Realistically this step could last up to a year and a half, and will require a great deal of volunteer hours from the core members.

- Create a founding board
- Formally establish the shared vision, values, and mission
- Become familiar with the co-op model and associated legal implications
- Adopt by-laws
- Determine ownership cost based on demographics and desired timeline
- Create a budget plan

Step 2 will prepare the co-op for member recruitment. While completing the steps above, think of any question an interested party may ask and be prepared to answer. The level of organization achieved in this step will draw more members in!



3. RAISE CAPITAL.

Raising capital is critical before your co-op pursues development opportunities. Because the amount capital is coupled with the number of members, this process may be unpredictable and take time.

- Be realistic about the timeline and budget
- Get legal advice regarding applicable state and federal exemptions and laws related to co-ops
- Research and identify grants or funding opportunities for co-ops
- Use social media, community newsletters and events, canvassing, etc. to advertise and recruit members
- Advertise in clear and simple way to reach all prospective members

After Steps 1 through 3, your co-op will be focused, organized, established, and financially stable. You are now properly prepared to pursue development opportunities!



4. CONDUCT NEIGHBORHOOD ANALYSIS.

Step 4 will help determine appropriate businesses for the neighborhood and which sites are well suited for the chosen business type.

- Review recent market studies
- Study the demographics of the area
- Make an inventory of available land and/or buildings
- Meet with the City and County to identify opportunities

By the end of this step, your co-op will have one or more development opportunities identified. Based on the capital raised in Step 3, narrow the focus by determining whether the project is financially feasible. After this step, you are ready to select a project!



5. SELECT A PROJECT.

Once financial feasibility is determined, you may find there are multiple opportunities available. However, you now have a founding board and plenty of members to vote on the projects based on your shared vision. Once a project is selected:

- Develop a realistic budget for the development
- How much owner vs. debt financing is required?
- Develop a process to solicit for construction services
- Determine guidelines for tenant selection

After the project is selected along with the use, budget, and tenants, development may begin!



6. MANAGE & MAINTAIN.

The coop is responsible for ensuring the success of any tenants, and members can serve as some of the best customers and advertisement. Stability is critical to growing your co-op.

- Budget for and recruit a property manager
- Use word of mouth, social media, and other low-cost or free methods to generate interest in the new business(es)
- Evaluate organizational efficiency and adjust if necessary

This step will generate even more support for the co-op because business outcomes are the easiest way for outsiders to measure success. Once the co-op's business is stable, other development opportunities may be pursued!

Congratulations! The completion of Steps 1 through 6 allowed the community to take ownership of the neighborhood in a meaningful way. The process may have not been perfect but now you have a precedent to continually improve for the coop's next development project.

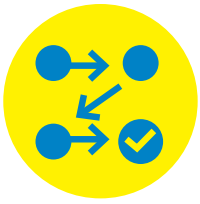
Please refer to the Cooperative Development Resources for online services and funding opportunities related to co-op start-ups.

All steps drew upon ideas and recommendations from the following resources:

http://cultivate.coop/wiki/Starting_a_cooperative

<http://tinyurl.com/neic-presentation>

<http://www.cdsus.coop/services/cooperative-development/starting-co-op>



WHAT IS THE RFP PROCESS?

A tool for navigating City and County
Request for Proposals (RFP)

What is a Request for Proposals (RFP)?

In general, an RFP is a way for an entity to solicit bids or interest to complete a project. The City and County use the RFP process to contract services needed to complete development projects on parcels they own.

Why do I need to know?

If you are interested in pursuing community-driven development, then it is important to know where other developers look for opportunities in order to compete.

This tool serves as a guide for how to pursue the RFP processes with the City of Minneapolis and Hennepin County, but the most effective way to navigate the process will always be to stay in communication about publicly owned vacant lots in your neighborhood.

A Typical RFP Process

The City or County owns one parcel or a cluster of parcels and would like to pursue development.



However, they need help from contractors and developers to complete the project.

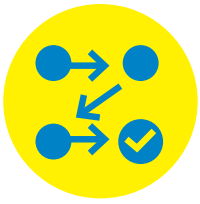


The project manager writes an RFP and makes it available to the public for interested parties to make bids, or proposals.



In most instances, the winning proposal will have the lowest costs paired with a proposal that is feasible, suitable, and desirable for that site.

Flip this sheet over to learn more!



WHAT IS THE RFP PROCESS?

A tool for navigating City and County Request for Proposals (RFP)



Section 2cii in CPED's Disposition Policy overviews the RFP process: tinyurl.com/cpedpolicy

The County provides RFP resources and information on their website: tinyurl.com/countyrfp



What should I know about the policy?

- 1 The policies that correspond to the RFP process provide direction but also room to adapt details to the specific proposal.
- 2 Before an RFP becomes official, it must be recommended to and approved by the CPED Director.
- 3 The RFP must be advertised in "Finance and Commerce" or the "Minneapolis Star Tribune" for at least once a week for two weeks. Advertising through other avenues may be done at the discretion of the Project Coordinator.
- 4 The City provides an RFP Template for project coordinators. Although many sections are required and attorneys must be solicited to make alterations, project coordinators are encouraged to make project specific changes to the form.
- 5 According to City staff, the RFP time frame largely depends on the scope and scale of the project. For instance, a larger, new construction development would require the broadest time line. On the other hand, rehabs to existing structures, whether commercial or residential would allow for condensed time lines.

Where do I find County Resources?

The vast majority of materials available on the County's website are for funding RFPs, which can be found here:

What about specific opportunities in Cleveland Neighborhood?

Since May 2012, the County has been investing in the Penn Avenue Community Works (PACW) project, which seeks to revitalize the Penn Avenue corridor. PACW includes two Cleveland Neighborhood intersections: Penn & Dowling, and Penn & Lowry.

For General Inquiries:

Contact: Kelly Hoffman
Phone: 612-348-8276
Email: pacw@hennepin.us

For Community Engagement Inquiries:

Contact: Kelsey Dawson
Phone: 612-348-4304
Email: kelsey.dawsonwalton@hennepin.us

Other Resources

City of Minneapolis

RFP Template: tinyurl.com/cpedtemplate
RFP Website: minneapolismn.gov/cped/rfp

Hennepin County

PACW Website: hennepin.us/penn



COMMUNITY SUPPORTED OPPORTUNITIES

Through robust **community engagement**, the Cleveland Neighborhood has created a series of **priorities for new development** in the community. Engagement has included working with the Neighborhood Association's Community Development Committee, engaging through events and festivals, door knocking and the Neighborhood Street Forum. The Neighborhood Street Forum includes interviews with local residents, community members and business owners to get their ideas about potential development for the Penn and Lowry Avenue corridors. This tool compiles this engagement effort and reflects the many different voices of Cleveland. The tool also provides information on available parcels of land and key areas along the corridor that the community has identified as possibilities for future development.

| PROGRAM TYPE | DESIRED BUSINESSES |
|--------------|--|
| Youth | <ul style="list-style-type: none">• Develop youth programming at Cleveland park• Daycares• After school programs• Arts or activity spaces• Youth entrepreneurship and life-long skill building opportunities |
| The Arts | <ul style="list-style-type: none">• Record store• Clothing store or tailor to sell local designs• A larger bookstore- maybe with a coffee shop or gathering space |
| Recreation | <ul style="list-style-type: none">• Bowling alley• Bike shop to attract bicyclists off Victory Memorial Parkway• Library• Community space for various groups• Tech-Rec• Skate Park• Chuck-E-Cheese |
| Food | <ul style="list-style-type: none">• Restaurants that serve home style food• Coffee shop• A buffet with a good salad bar• A grocery store or target express |

YOUTH

"We want a better neighborhood... I know that it starts with the young ones"



THE ARTS

"You never know what's going to spark creativity"

"businesses that focus on artistic practices"



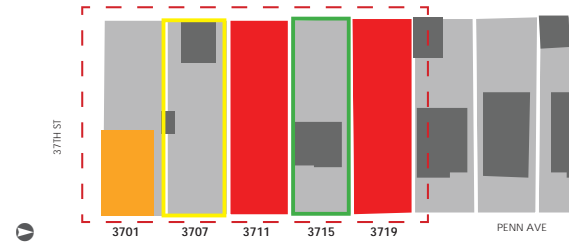
Development Opportunities

The Neighborhood Association and residents have identified numerous areas within the community for development. From our conversations, it became clear that the Penn-Lowry and Penn-37th intersections were particularly critical. Gateways to the neighborhood and a vacant Super America Site were also priorities.

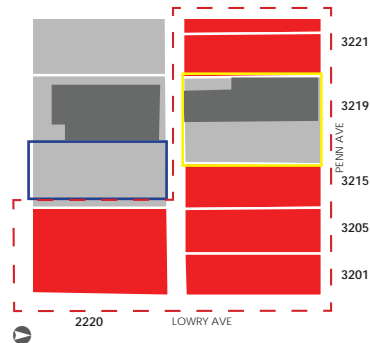
-  Critical areas for development
-  Other priority areas for development



37TH + PENN AVE



PENN + LOWRY AVE



RECREATION

"A boys and girls club"

"People would utilize a skate park"

"Tech-Rec is our idea of a recreational center based on technology"



FOOD

"We need places that engage folks in a different way than a fried food shop"

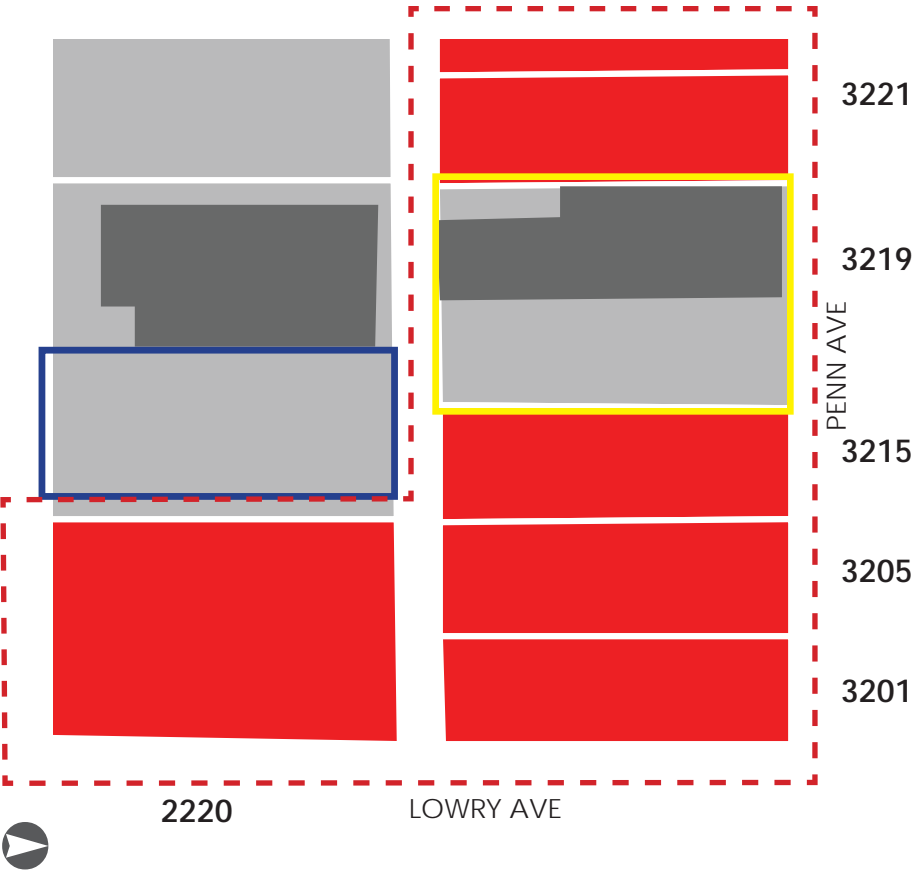




The map displays the Penn Avenue corridor in Seattle, with building footprints shown in grey and street names in blue. The map is oriented with North at the top. The following table lists the numbered locations shown on the map:

| Location Number | Address |
|-----------------|--------------------|
| 1 | 3758 PENN AVE N |
| 2 | 3755 PENN AVE N |
| 3 | 3719 PENN AVE N |
| 4 | 3711 PENN AVE N |
| 5 | 3701 PENN AVE N |
| 6 | 3623 PENN AVE N |
| 7 | 3558 PENN AVE N |
| 8 | 3554 PENN AVE N |
| 9 | 3549 PENN AVE N |
| 10 | 3456 PENN AVE N |
| 11 | 3410 PENN AVE N |
| 12 | 3400 PENN AVE N |
| 13 | 3354 PENN AVE N |
| 14 | 3246 PENN AVE N |
| 15 | 3226 PENN AVE N |
| 16 | 3218 PENN AVE N |
| 17 | 3215 PENN AVE N |
| 19 | 3204 PENN AVE N |
| 20 | 3205 PENN AVE N |
| 21 | 3201 PENN AVE N |
| 22 | 2220 LOWRY AVE N |
| 23 | 3126 QUEEN AVE N |
| 24 | 2305 LOWRY AVE N |
| 25 | 2315 LOWRY AVE N |
| 26 | 2510 LOWRY AVE N |
| 27 | 3126 THOMAS AVE N |
| 28 | 2618 LOWRY AVE N |
| 29 | 2625 LOWRY AVE N |
| 30 | 2716 LOWRY AVE N |
| 31 | 3126 VINCENT AVE N |

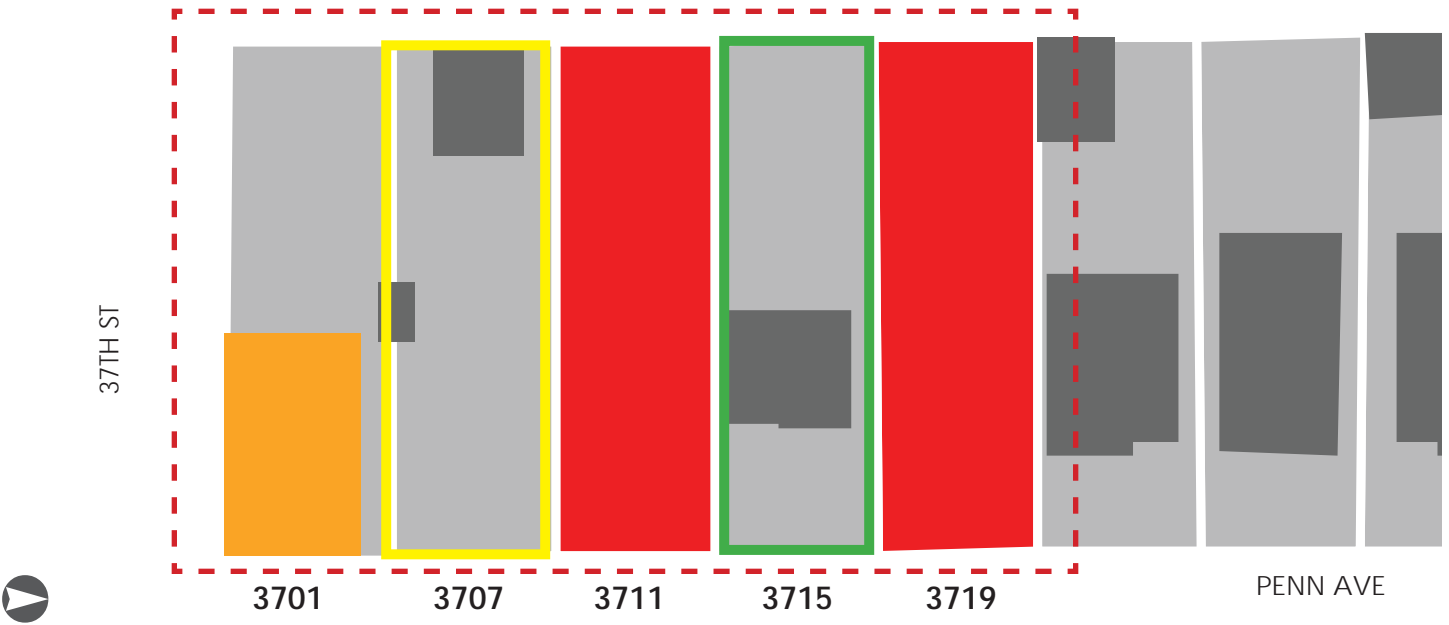
3201, 3205, 3215, 3219, 3221 PENN AVE N & 2220 LOWRY AVE



LEGEND

- Vacant Lot - City of Minneapolis
- Private Lot - Owned by James & Kathryn O’Connell (Hastings, MN)
- Parking Lot - Owned by RJG LLC (Fridley, MN)

3701, 3707, 3711, 3715 & 3719 PENN AVE N

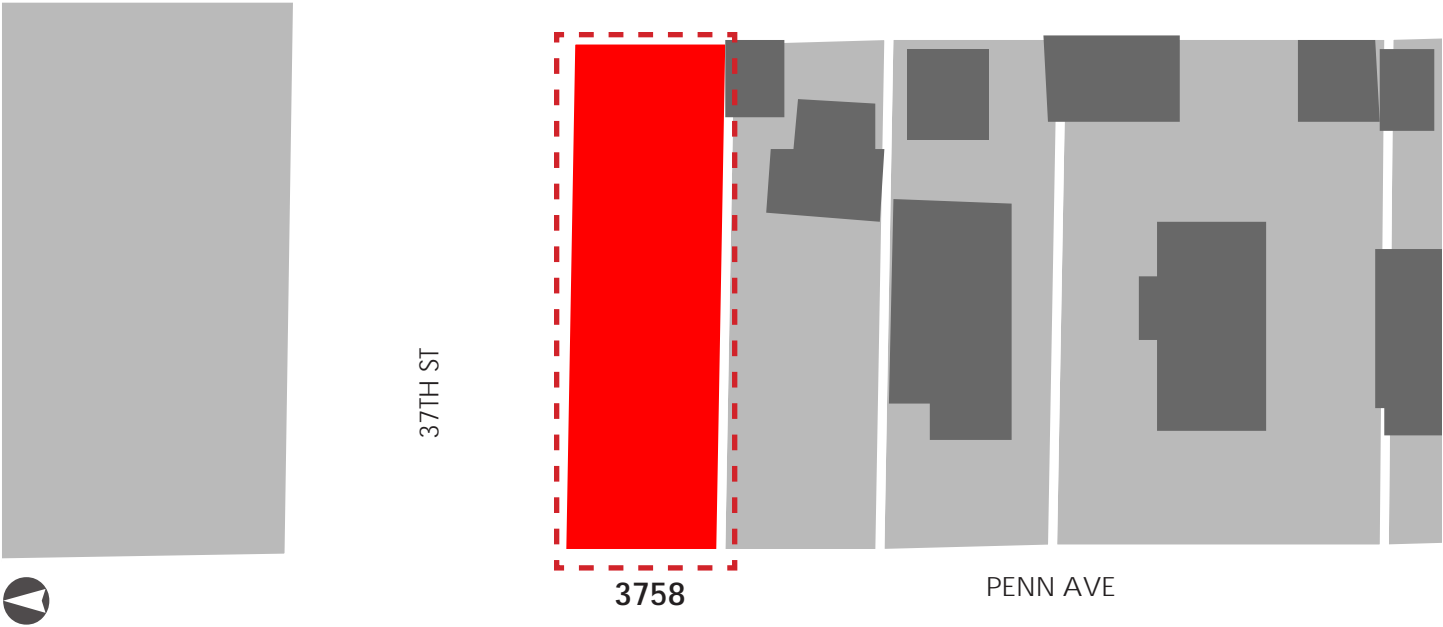


LEGEND

- Vacant Building- Surplusology, LLC
- Vacant Lot- City of Minneapolis
- Private Lot- Non-Homesteaded
- Private Lot- Homesteaded

1

3758 PENN AVE N

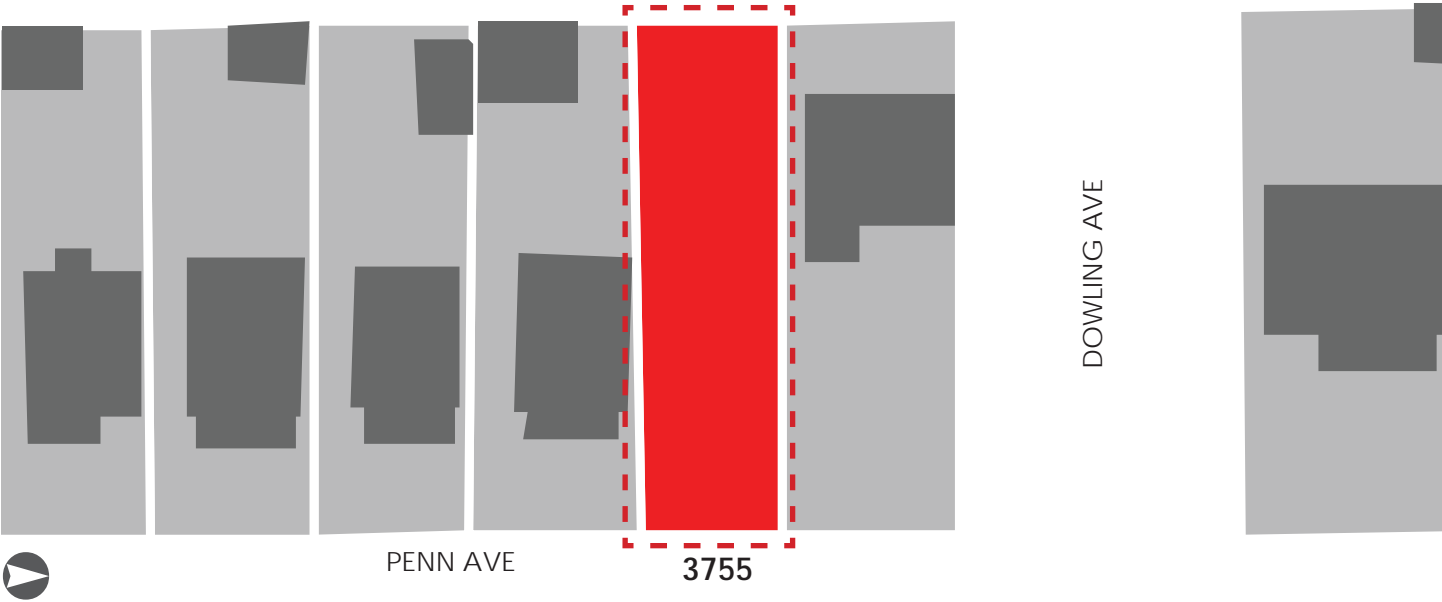


| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | C1 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |

2

3755 PENN AVE N

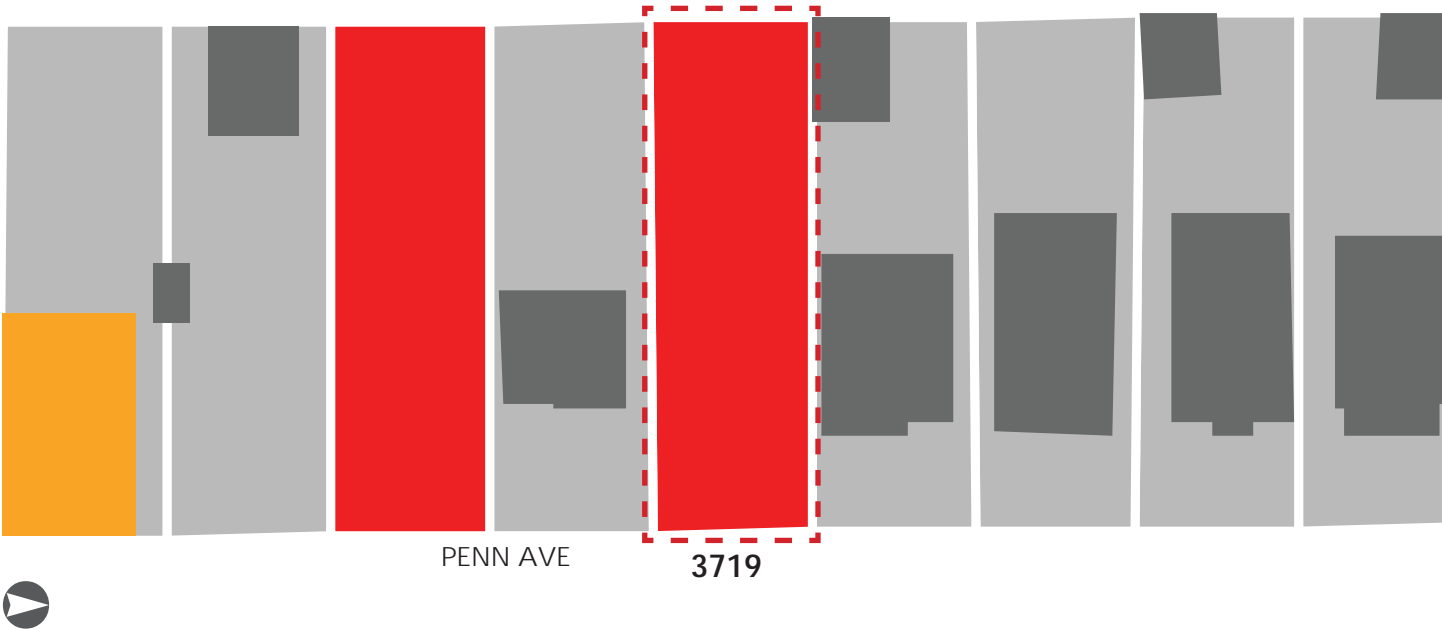


| PROPERTY INFORMATION | |
|----------------------|-------------------|
| Zoning | C2 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Private |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Vacant Lot |

| LEGEND | |
|--------|-----------------------------|
| | Existing Occupied Structure |
| | Existing Occupied Lot |
| | Vacant Structure |
| | Vacant Lot |
| | Exhibited Lot/Property |

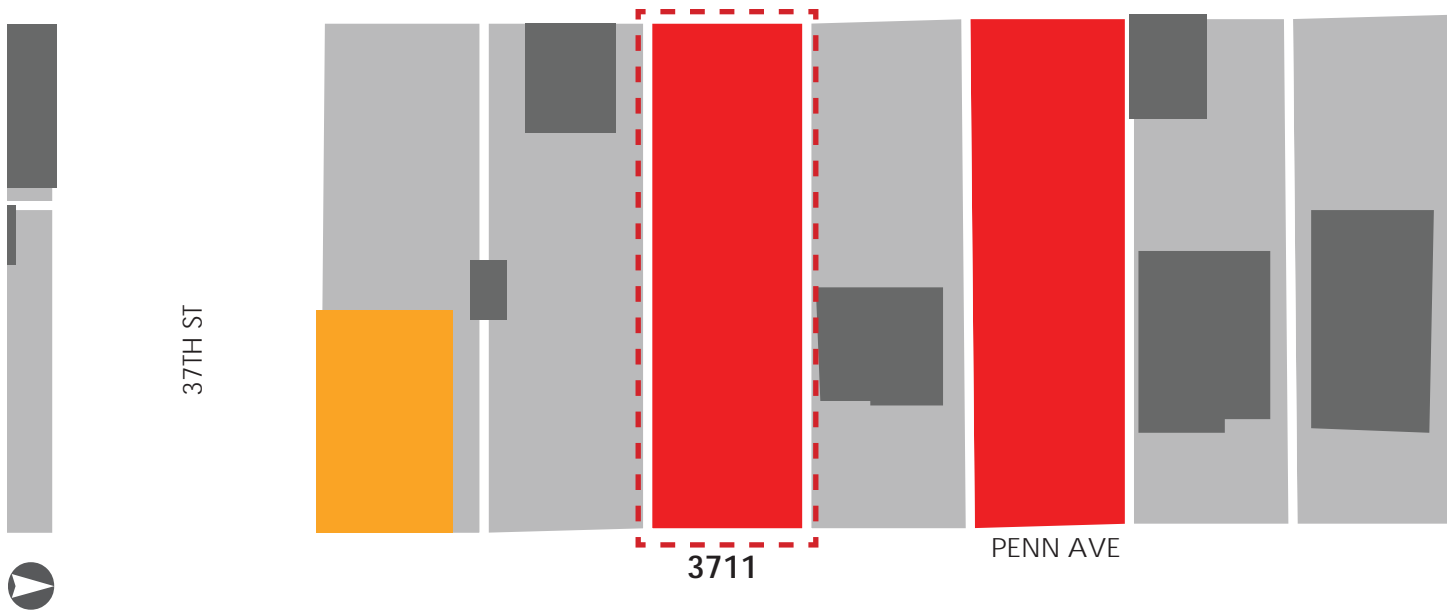
3

3719 PENN AVE N



| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R2B |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |

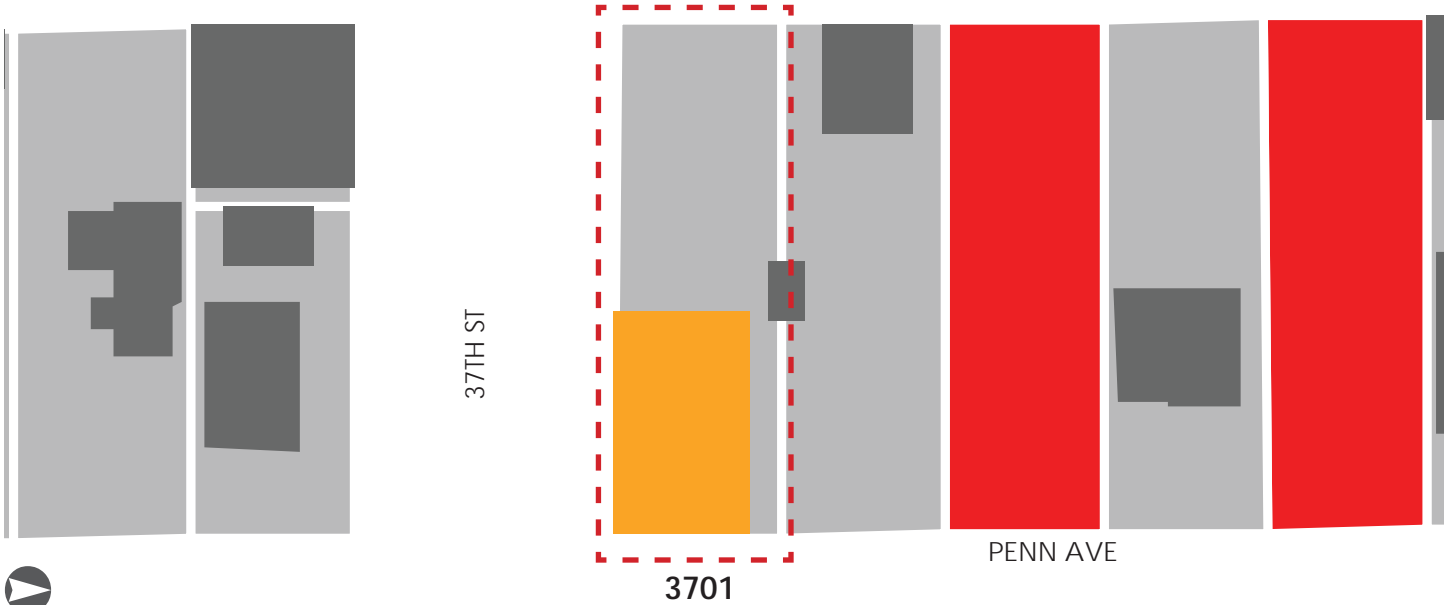


PROPERTY INFORMATION

| | |
|---------------|---------------------|
| Zoning | R2B |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Vacant Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



PROPERTY INFORMATION

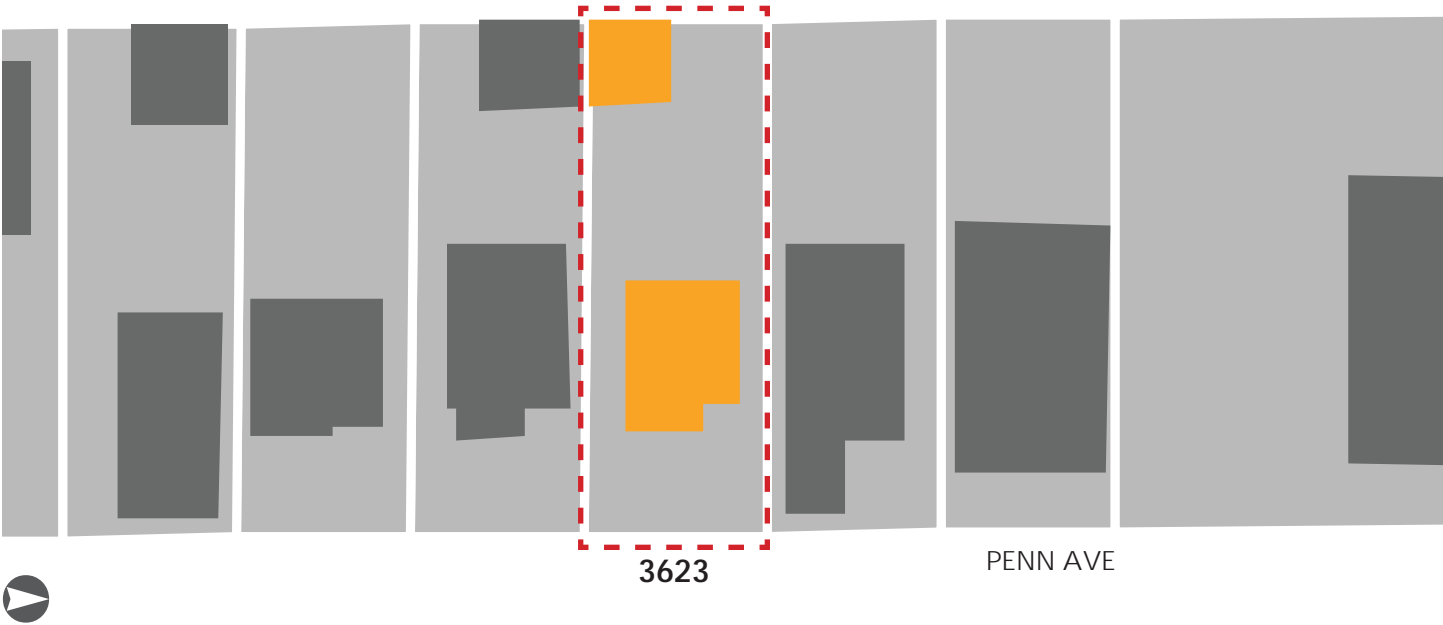
| | |
|---------------|-------------------|
| Zoning | CI |
| Current Use | Commercial |
| Property Type | Commercial |
| Ownership | Surplusology LLC |
| Year Built | 1913 |
| Neighborhood | Cleveland |
| Comments | No Visible Tenant |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

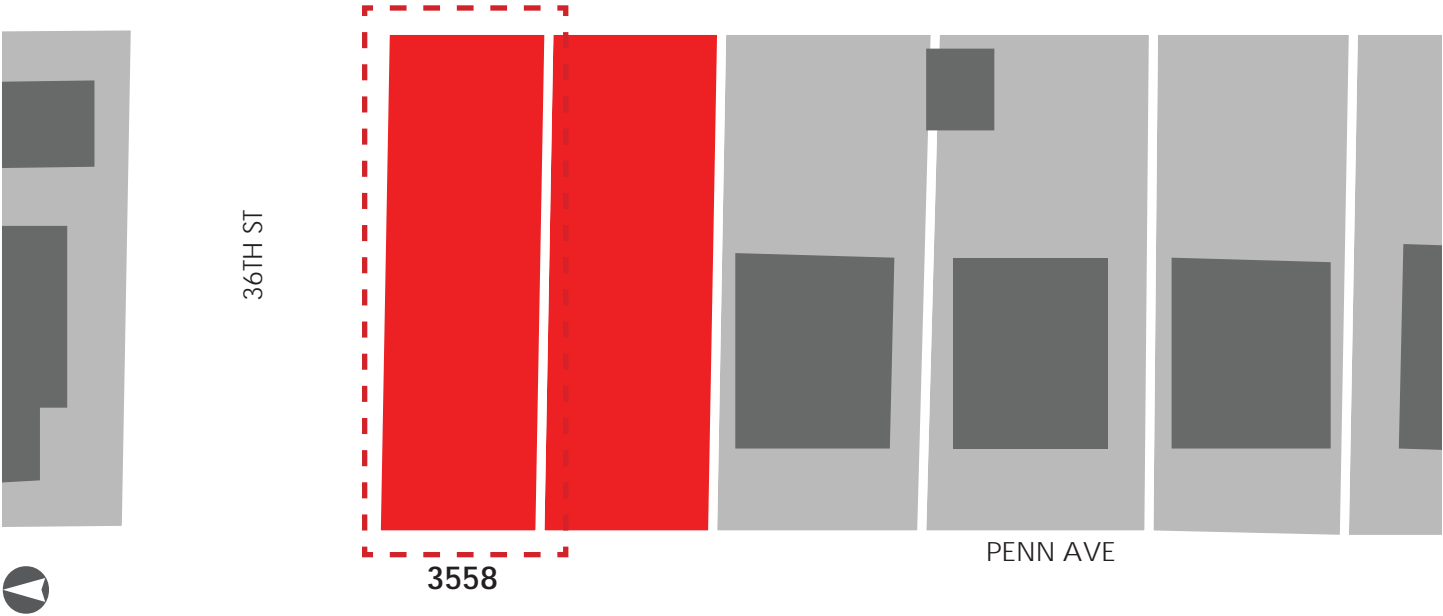
6

3623 PENN AVE N



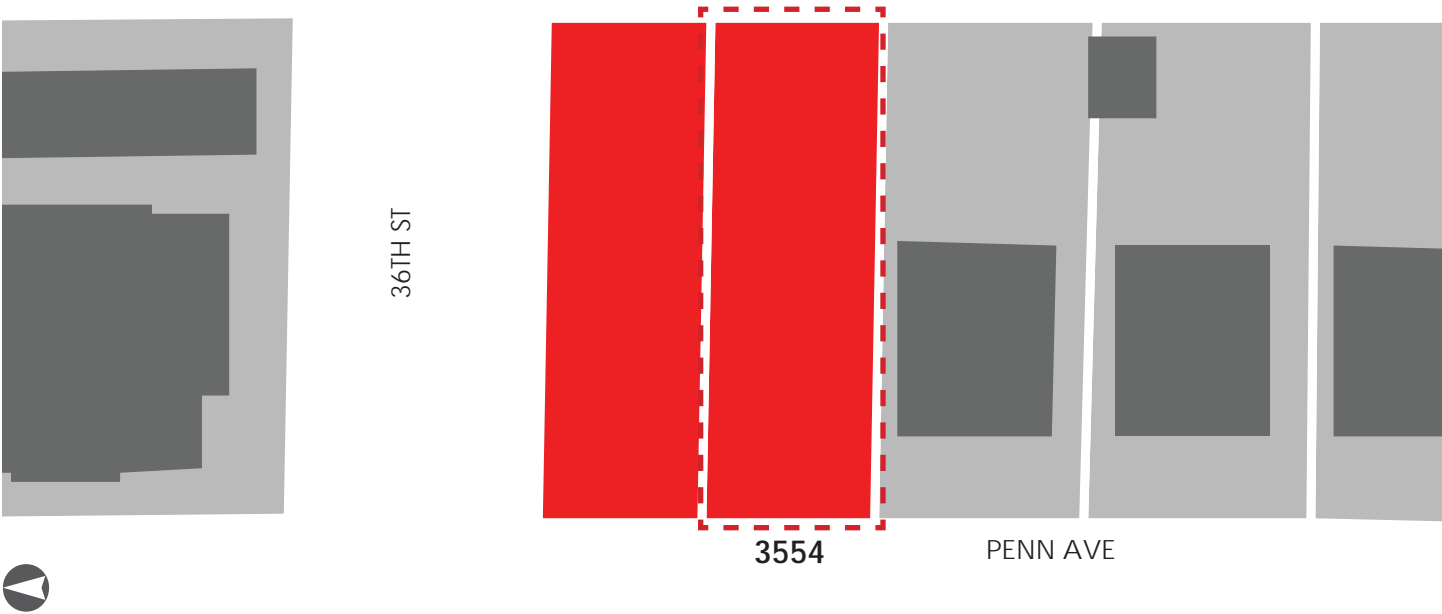
| PROPERTY INFORMATION | |
|----------------------|--------------------|
| Zoning | R4 |
| Current Use | Residential |
| Property Type | Single Family Home |
| Ownership | Private |
| Year Built | 1953 |
| Neighborhood | Cleveland |
| Comments | Eviction Notice |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |



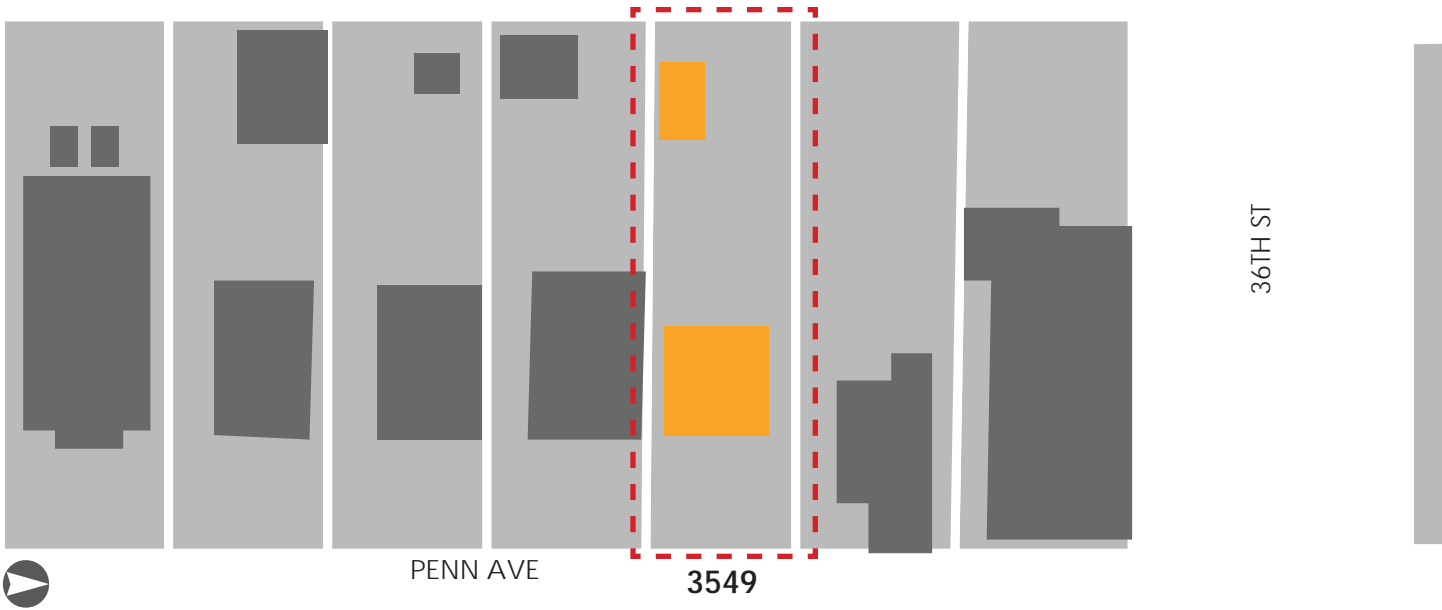
| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Community Garden |

| LEGEND | |
|--------|-----------------------------|
| | Existing Occupied Structure |
| | Existing Occupied Lot |
| | Vacant Structure |
| | Vacant Lot |
| | Exhibited Lot/Property |



| PROPERTY INFORMATION | |
|----------------------|-------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Pepperoni's Inc |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Community Garden |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |

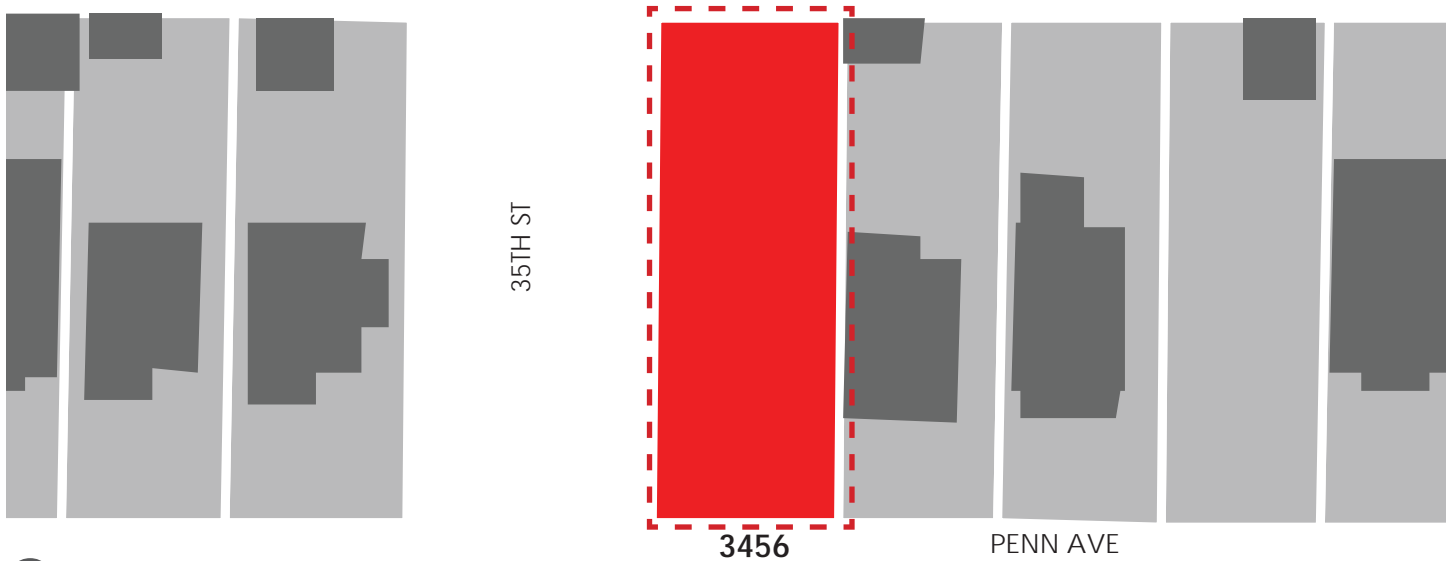


PROPERTY INFORMATION

| | |
|---------------|---------------------|
| Zoning | R3 |
| Current Use | Residential |
| Property Type | Single Family Home |
| Ownership | Private |
| Year Built | 1930 |
| Neighborhood | Cleveland |
| Comments | For Sale-Foreclosed |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



PROPERTY INFORMATION

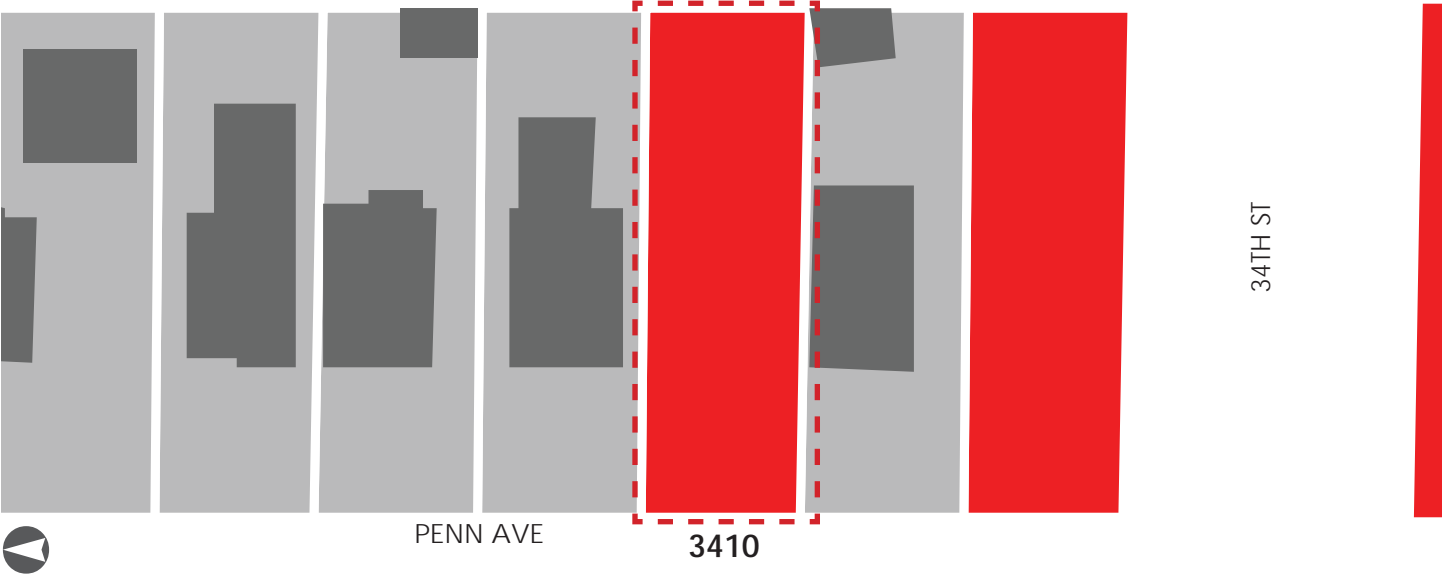
| | |
|---------------|---------------------|
| Zoning | R2B |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

11

3410 PENN AVE N

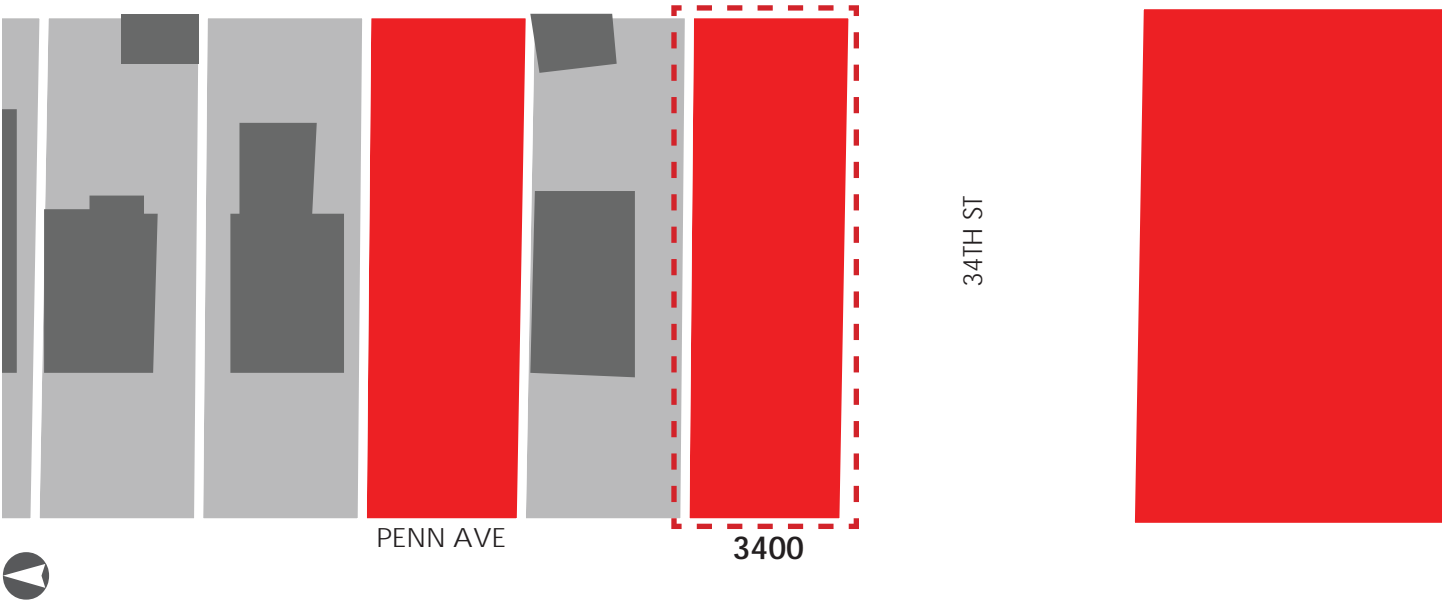


| PROPERTY INFORMATION | |
|----------------------|--------------------|
| Zoning | R2B |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | Private |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Home Demolished |

- LEGEND
- Existing Occupied Structure
 - Existing Occupied Lot
 - Vacant Structure
 - Vacant Lot
 - Exhibited Lot/Property

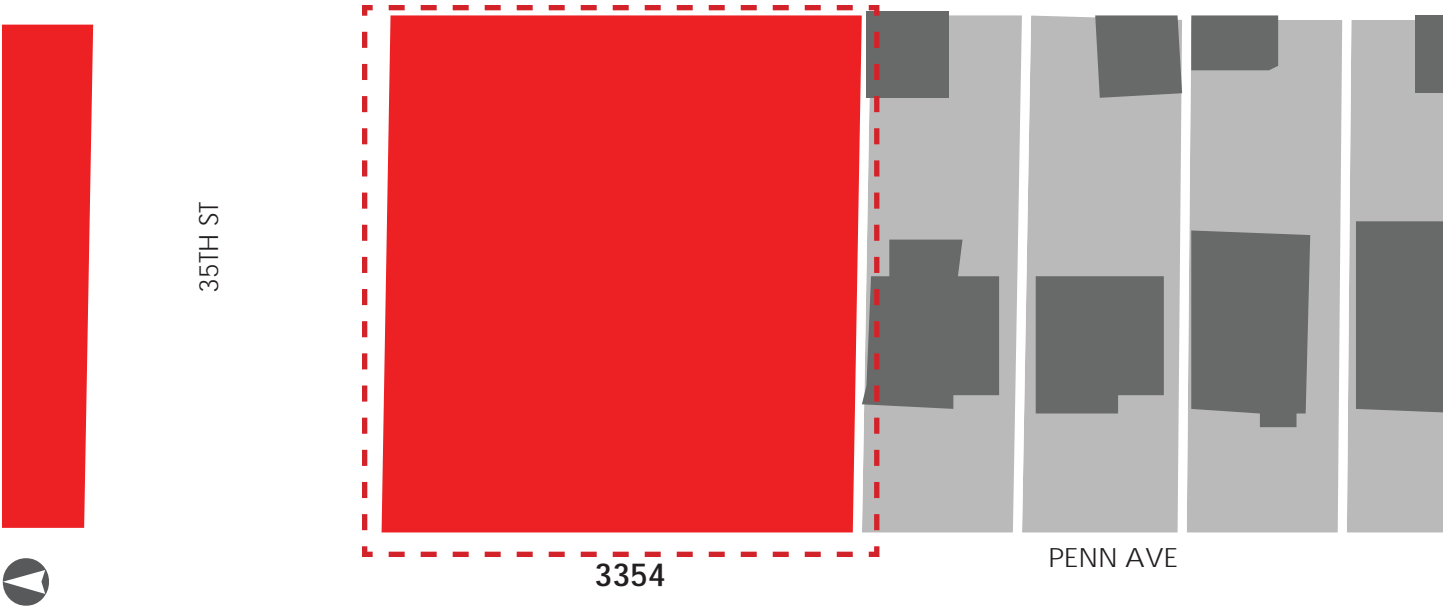
12

3400 PENN AVE N



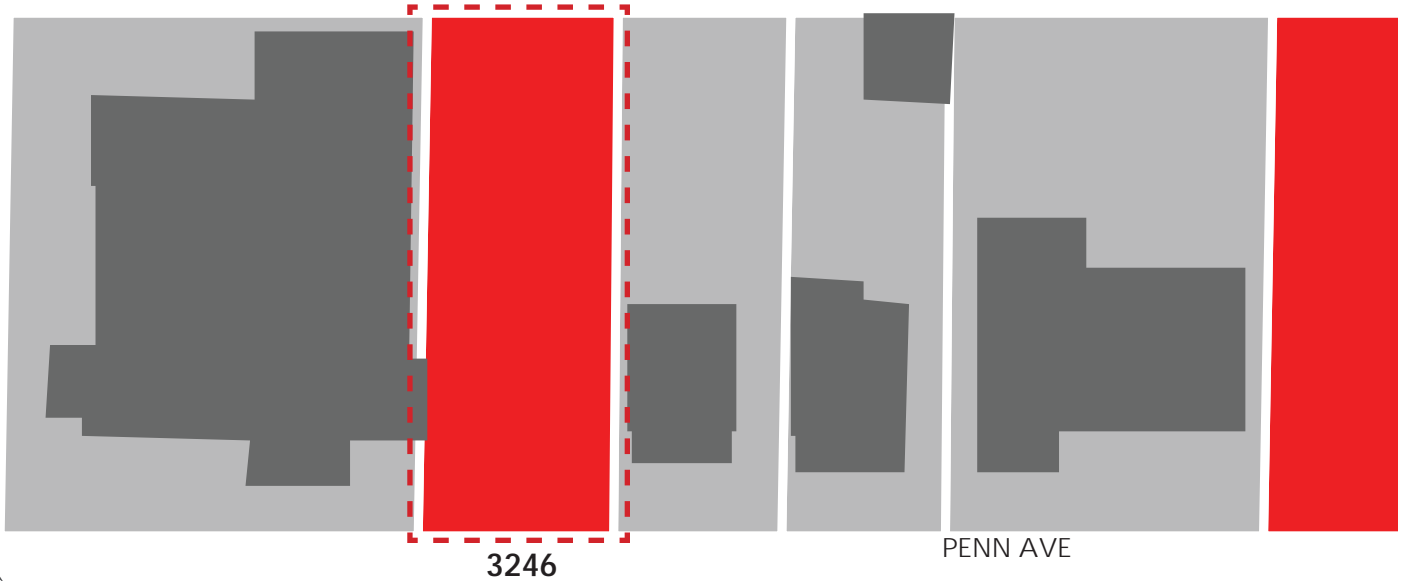
| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R2B |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

| LEGEND | |
|--------|-----------------------------|
| | Existing Occupied Structure |
| | Existing Occupied Lot |
| | Vacant Structure |
| | Vacant Lot |
| | Exhibited Lot/Property |



| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Large Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |

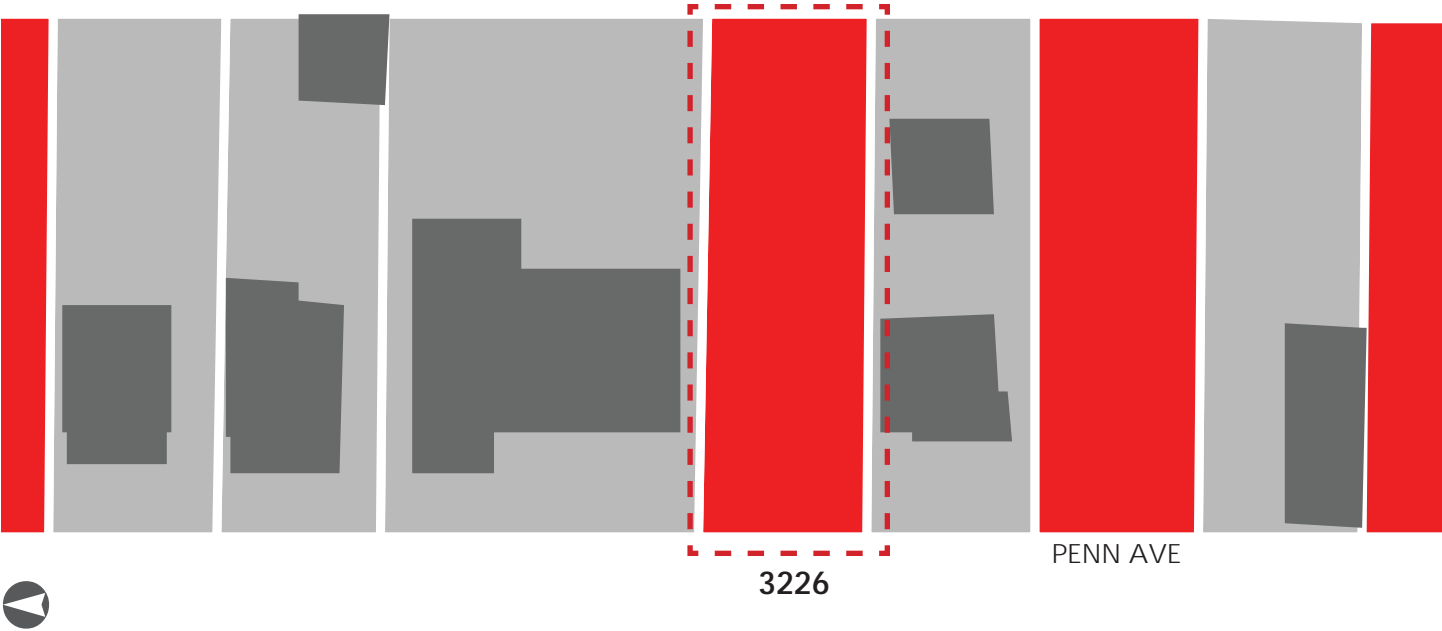


PROPERTY INFORMATION

| | |
|---------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

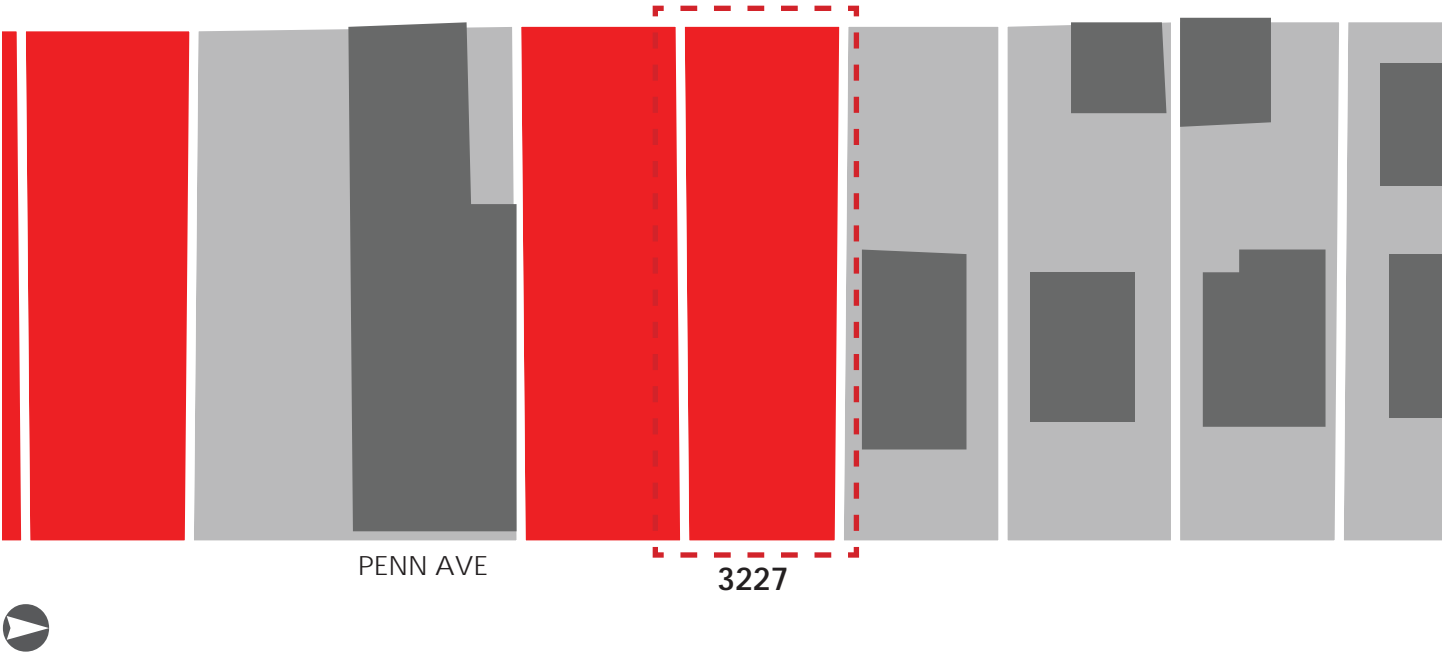
LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



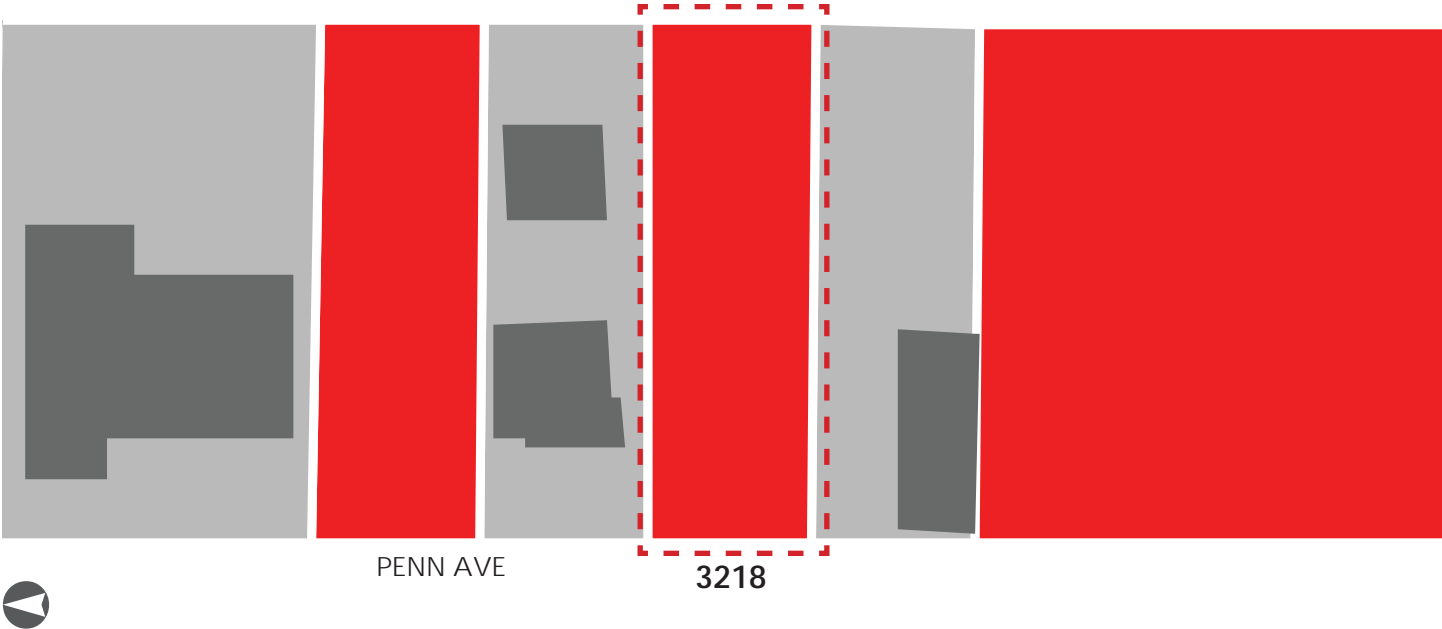
| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
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| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |



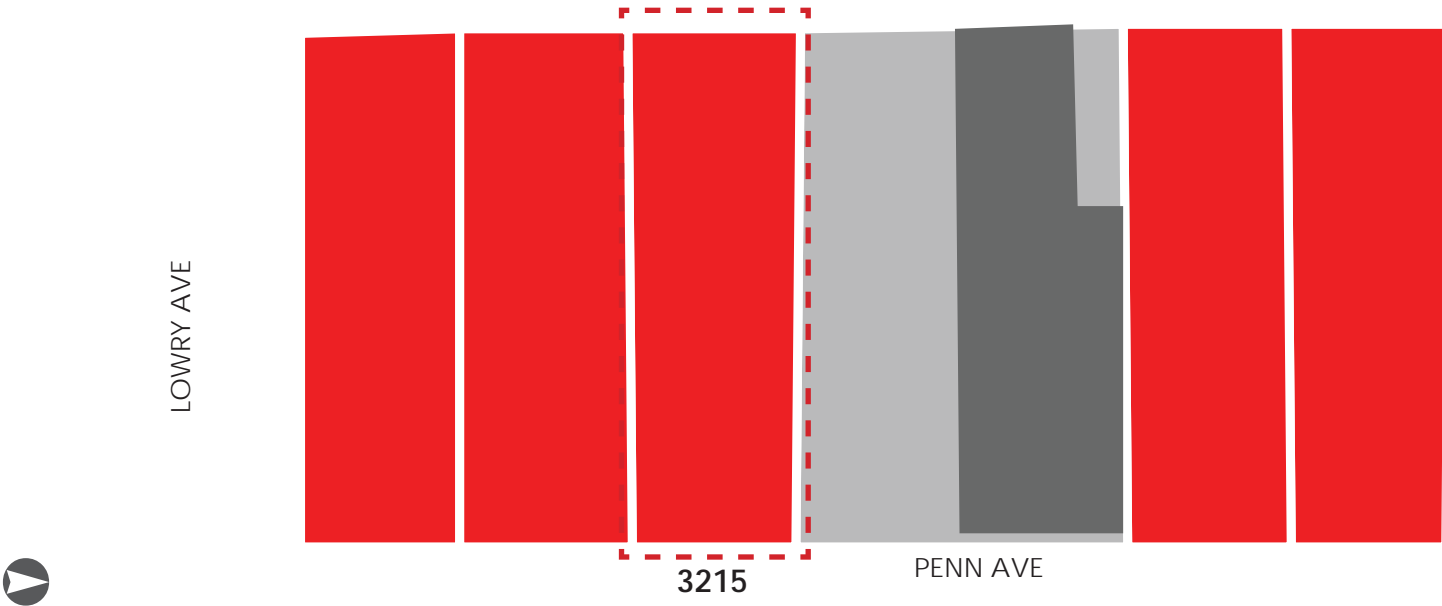
| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
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| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |



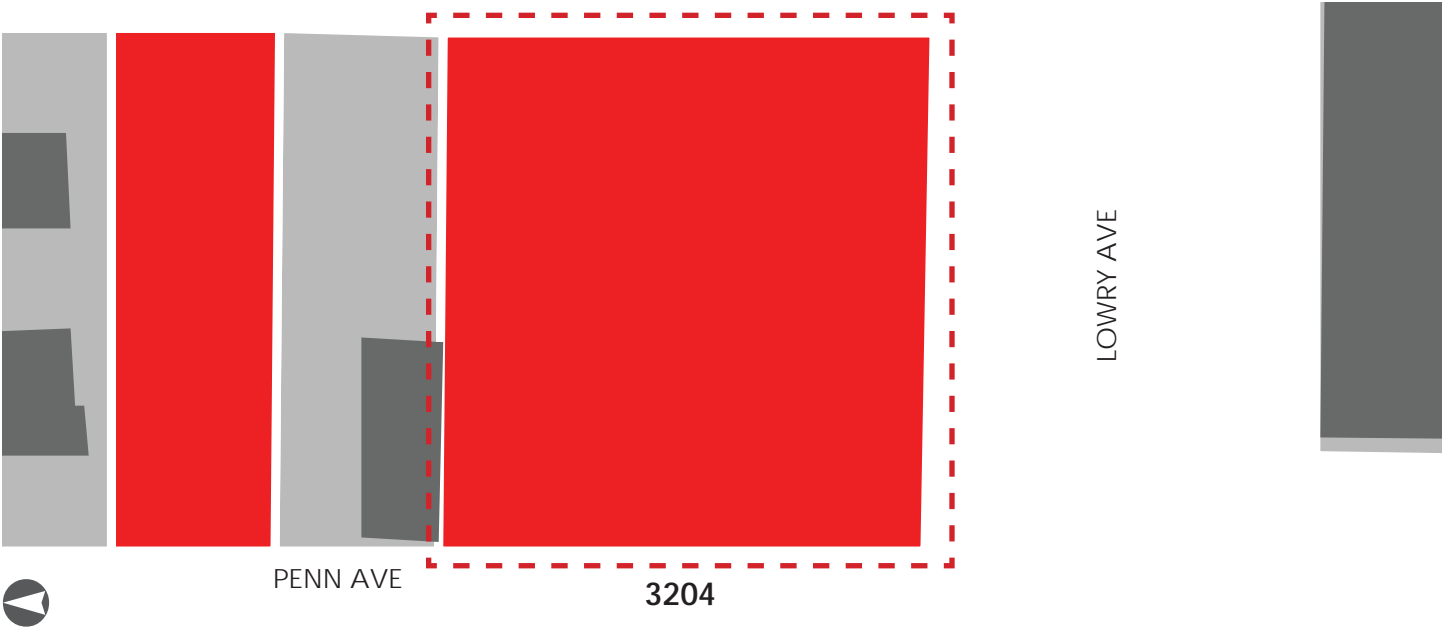
| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

| LEGEND | |
|--------|-----------------------------|
| | Existing Occupied Structure |
| | Existing Occupied Lot |
| | Vacant Structure |
| | Vacant Lot |
| | Exhibited Lot/Property |



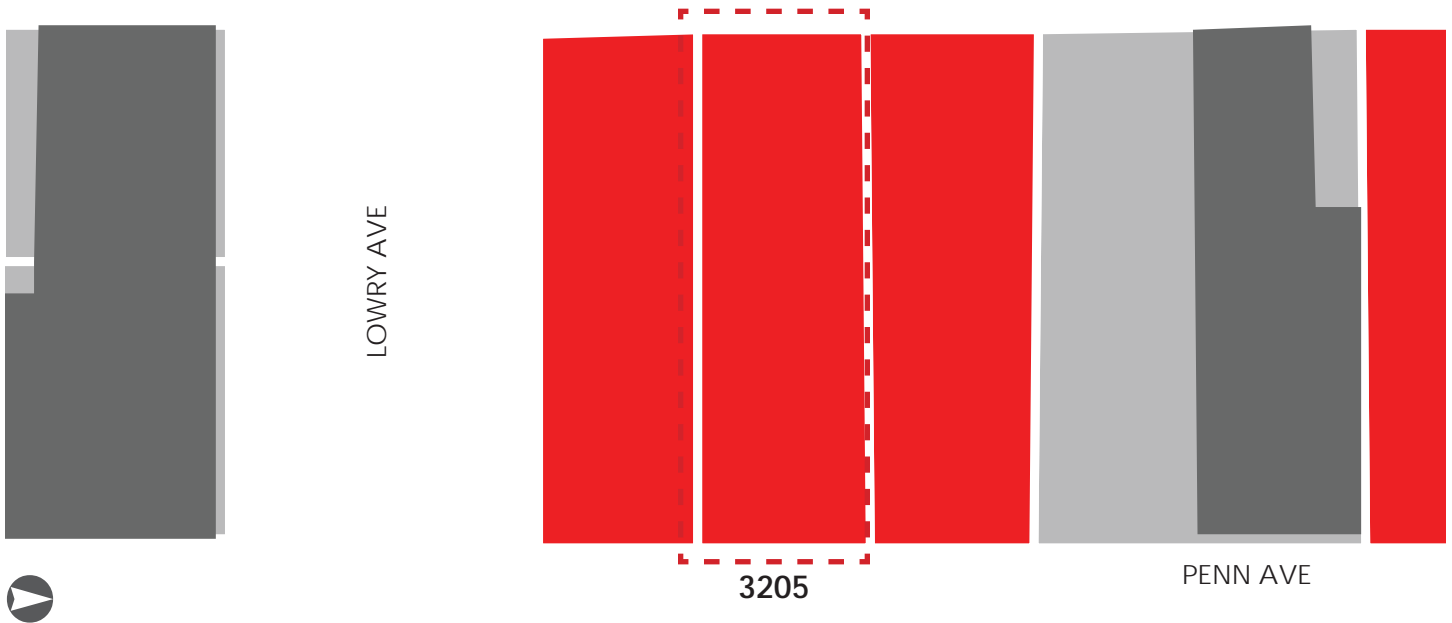
| PROPERTY INFORMATION | |
|----------------------|-------------------|
| Zoning | C2 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Parking Lot |

| LEGEND | |
|--------|-----------------------------|
| | Existing Occupied Structure |
| | Existing Occupied Lot |
| | Vacant Structure |
| | Vacant Lot |
| | Exhibited Lot/Property |



| PROPERTY INFORMATION | |
|----------------------|-------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

| LEGEND | |
|-------------|-----------------------------|
| <div></div> | Existing Occupied Structure |
| <div></div> | Existing Occupied Lot |
| <div></div> | Vacant Structure |
| <div></div> | Vacant Lot |
| <div></div> | Exhibited Lot/Property |



PROPERTY INFORMATION

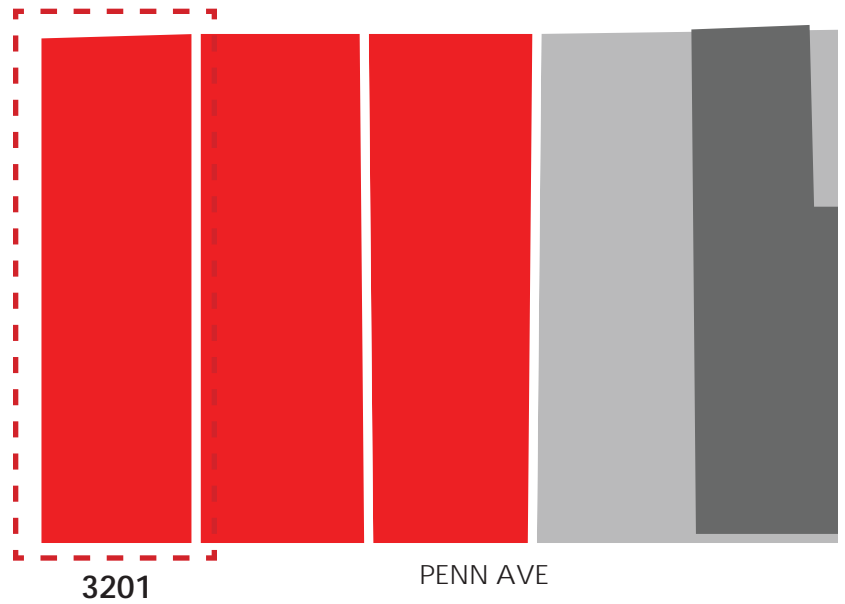
| | |
|---------------|-------------------|
| Zoning | C2 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Folwell |
| Comments | Vacant Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



LOWRY AVE



3201

PENN AVE

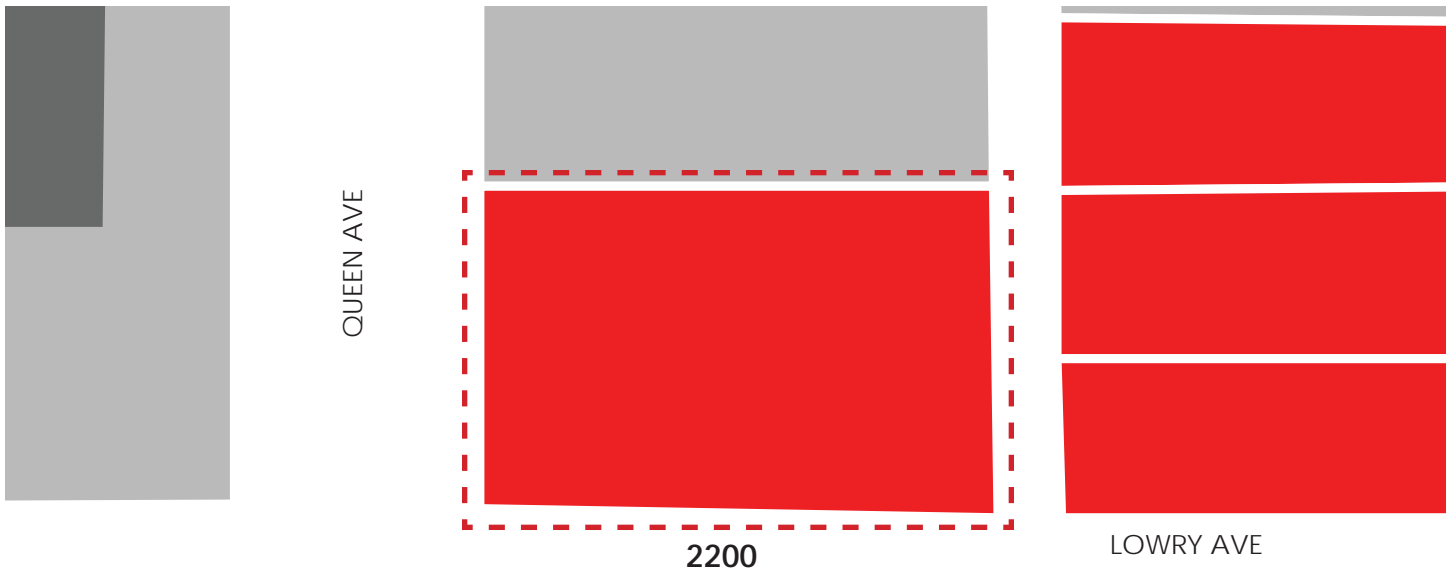


PROPERTY INFORMATION

| | |
|---------------|-------------------|
| Zoning | C2 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Parking Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

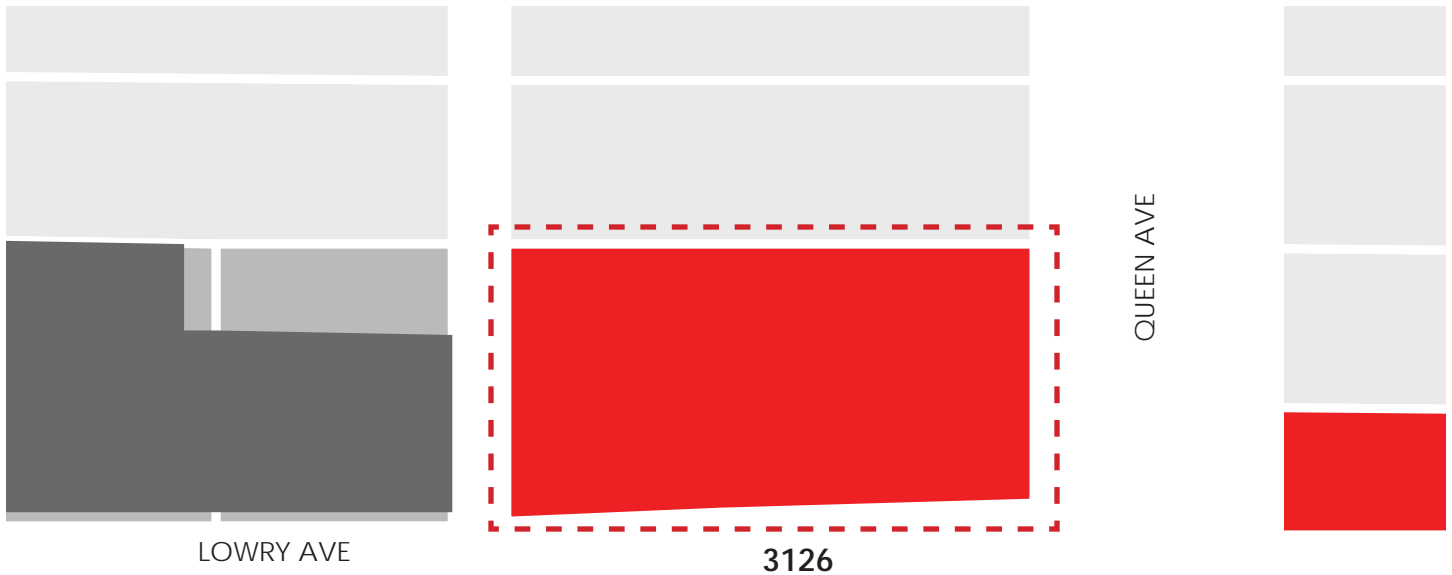


PROPERTY INFORMATION

| | |
|---------------|-------------------|
| Zoning | C2 |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | - |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

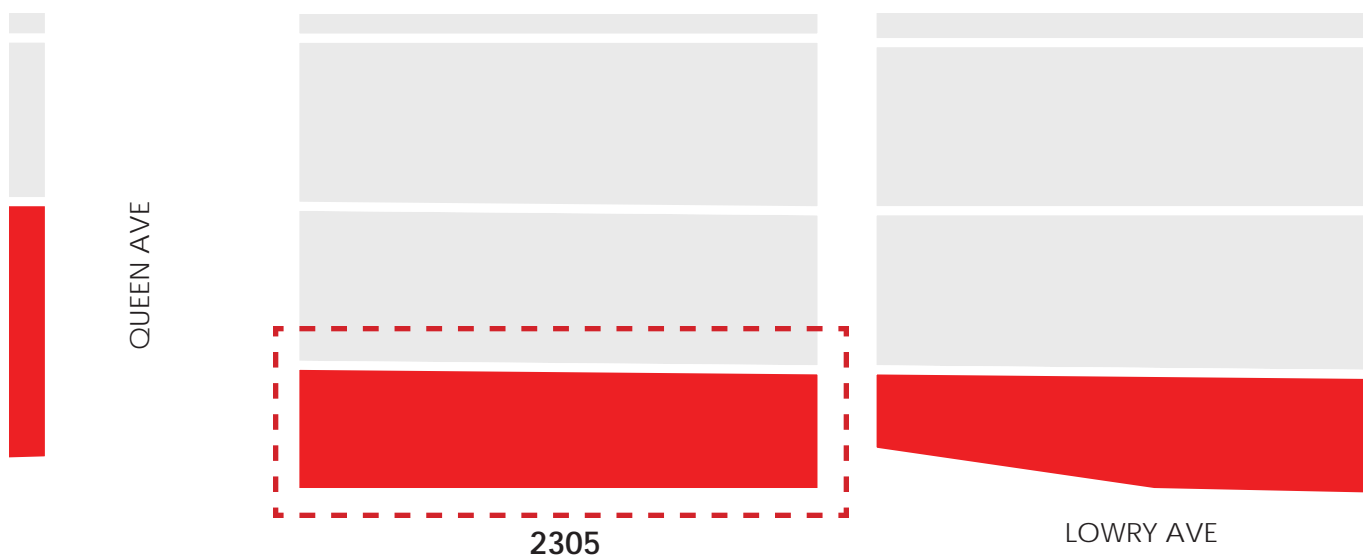


PROPERTY INFORMATION

| | |
|---------------|-------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Parking Lot |
| Ownership | MGD Investments |
| Year Built | N/A |
| Neighborhood | Jordan |
| Comments | Parking Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

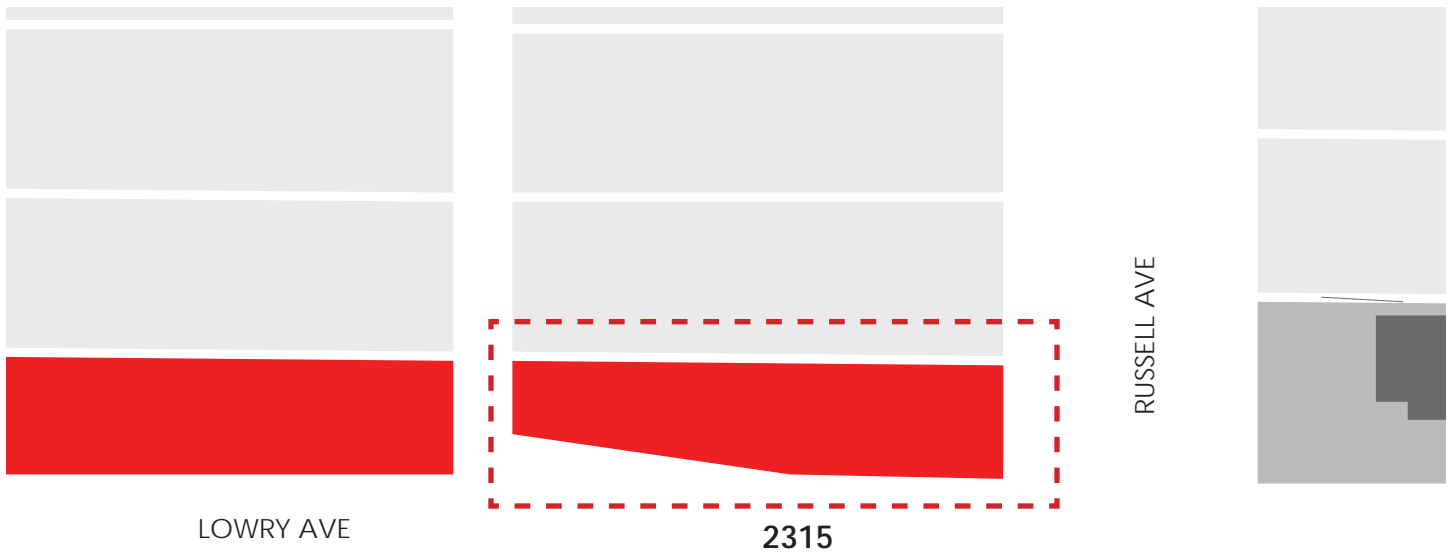


PROPERTY INFORMATION

| | |
|---------------|--------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | Hennepin County |
| Year Built | N/A |
| Neighborhood | Jordan |
| Comments | Vacant Lot |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

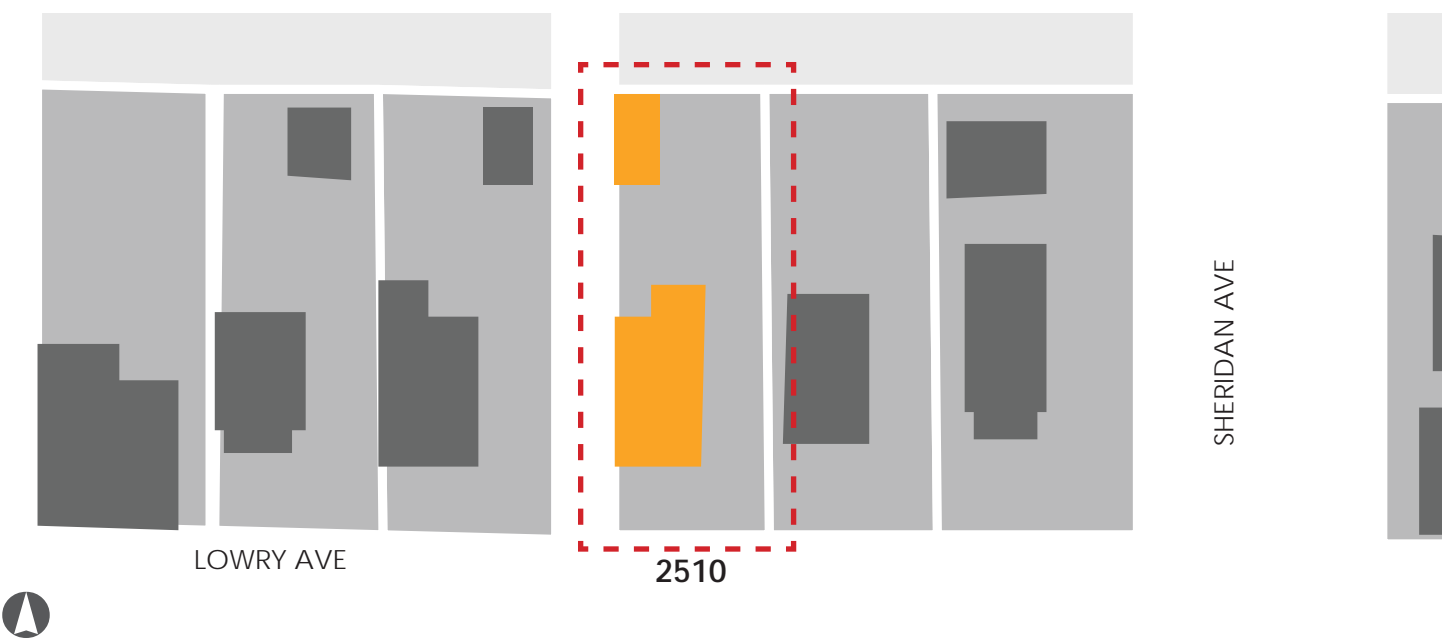


PROPERTY INFORMATION






| | |
|---------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Jordan |
| Comments | Vacant Lot |

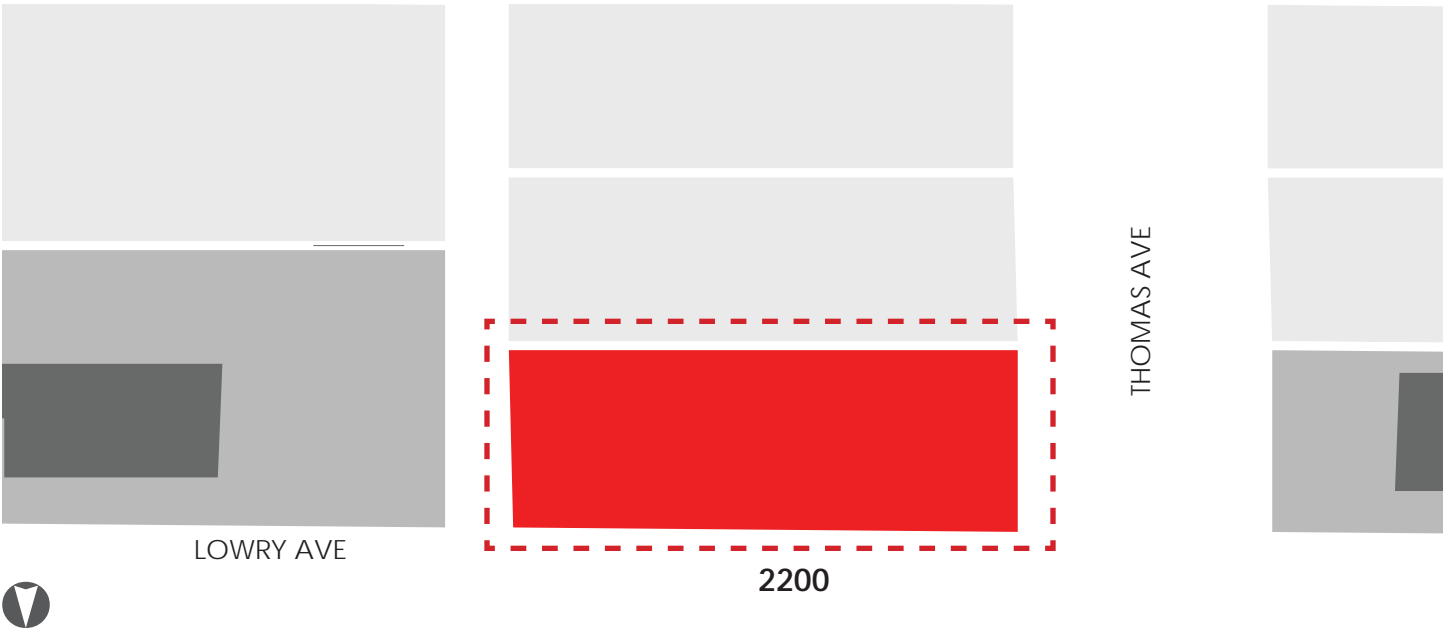
LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property








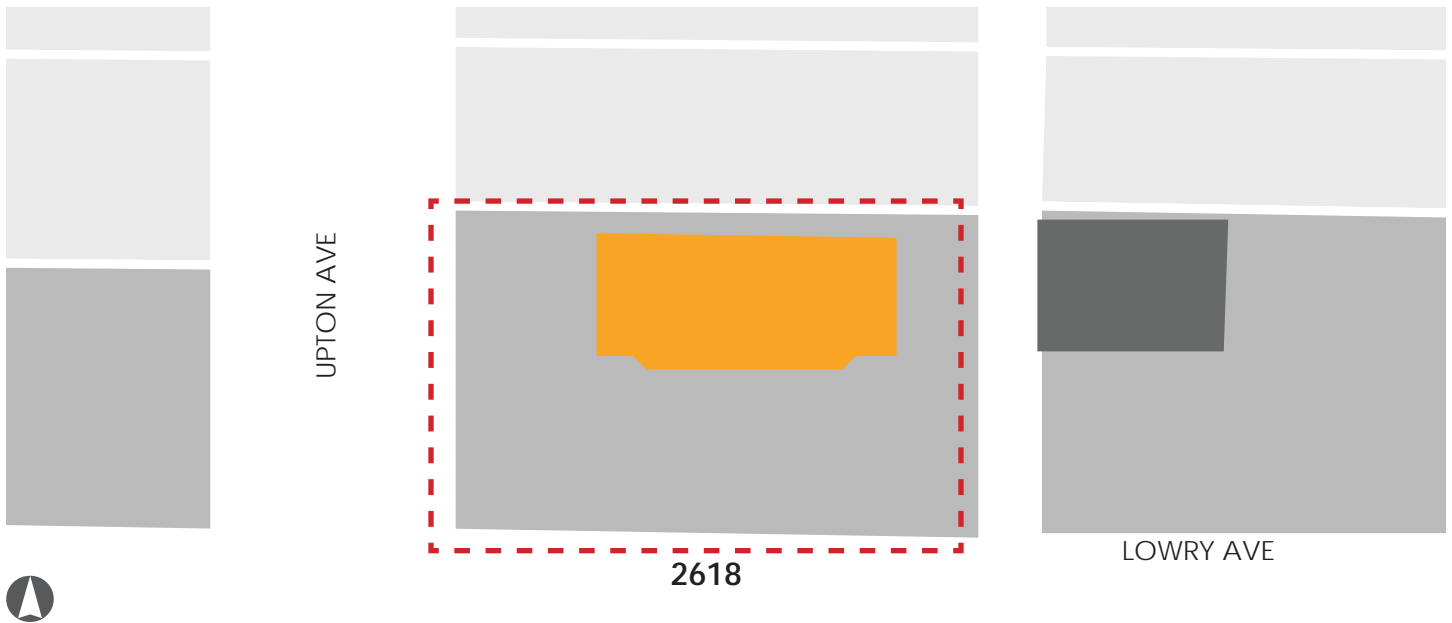
| PROPERTY INFORMATION | |
|----------------------|--------------------|
| Zoning | R4 |
| Current Use | Residential |
| Property Type | Single Family Home |
| Ownership | Private |
| Year Built | 1913 |
| Neighborhood | Cleveland |
| Comments | Vacant Home |

| LEGEND | |
|---|-----------------------------|
|  | Existing Occupied Structure |
|  | Existing Occupied Lot |
|  | Vacant Structure |
|  | Vacant Lot |
|  | Exhibited Lot/Property |



| PROPERTY INFORMATION | |
|----------------------|---------------------|
| Zoning | R4 |
| Current Use | Vacant-Residential |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Jordan |
| Comments | Vacant Lot |

| LEGEND | |
|---|-----------------------------|
|  | Existing Occupied Structure |
|  | Existing Occupied Lot |
|  | Vacant Structure |
|  | Vacant Lot |
|  | Exhibited Lot/Property |

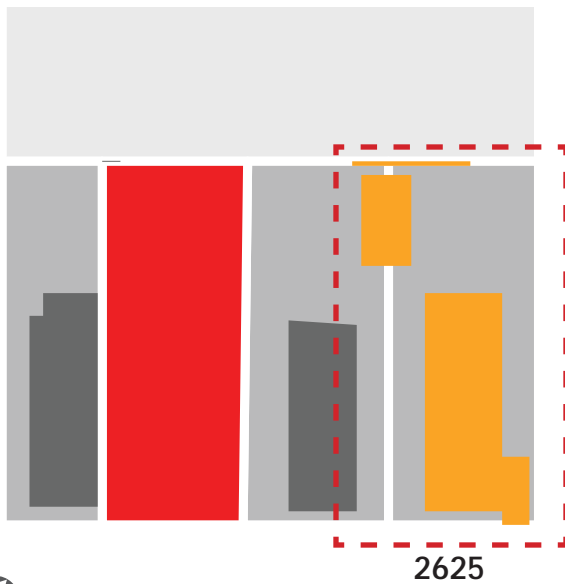


PROPERTY INFORMATION

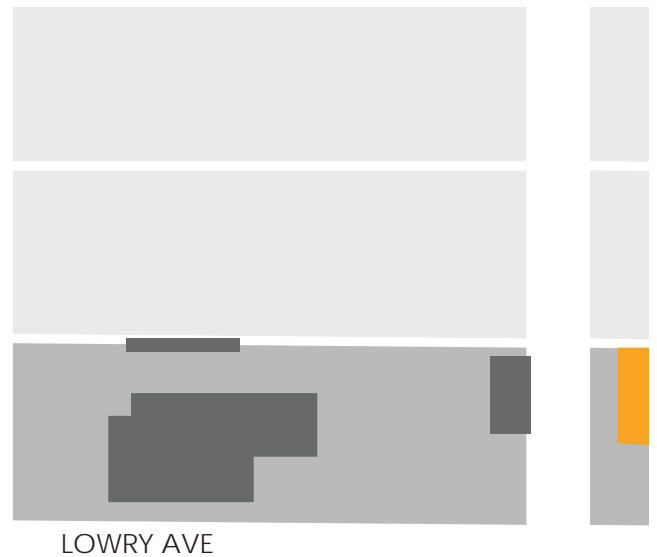
| | |
|---------------|--------------------|
| Zoning | R4 |
| Current Use | Commercial |
| Property Type | Vacant Gas Station |
| Ownership | Super America LLC |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Former Gas Station |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



UPTON AVE



LOWRY AVE

2625

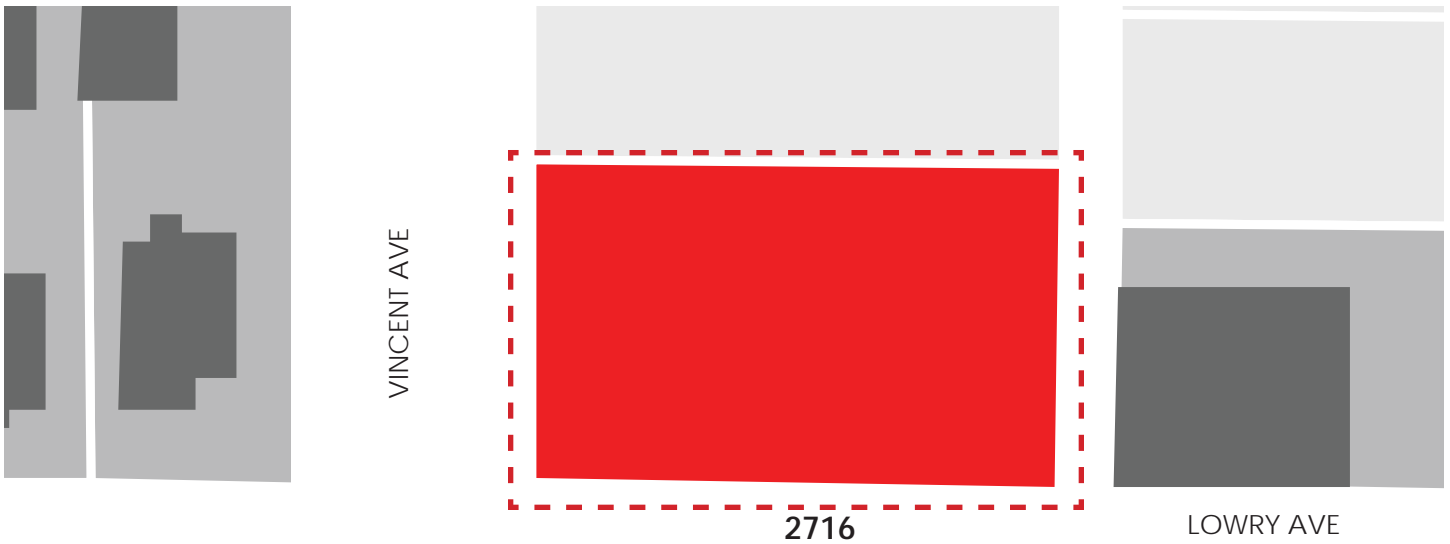


PROPERTY INFORMATION

| | |
|---------------|----------------------|
| Zoning | R4 |
| Current Use | Residential |
| Property Type | Vacant Home |
| Ownership | Hennepin (Forfeited) |
| Year Built | 1907 |
| Neighborhood | Jordan |
| Comments | Vacant Home |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property

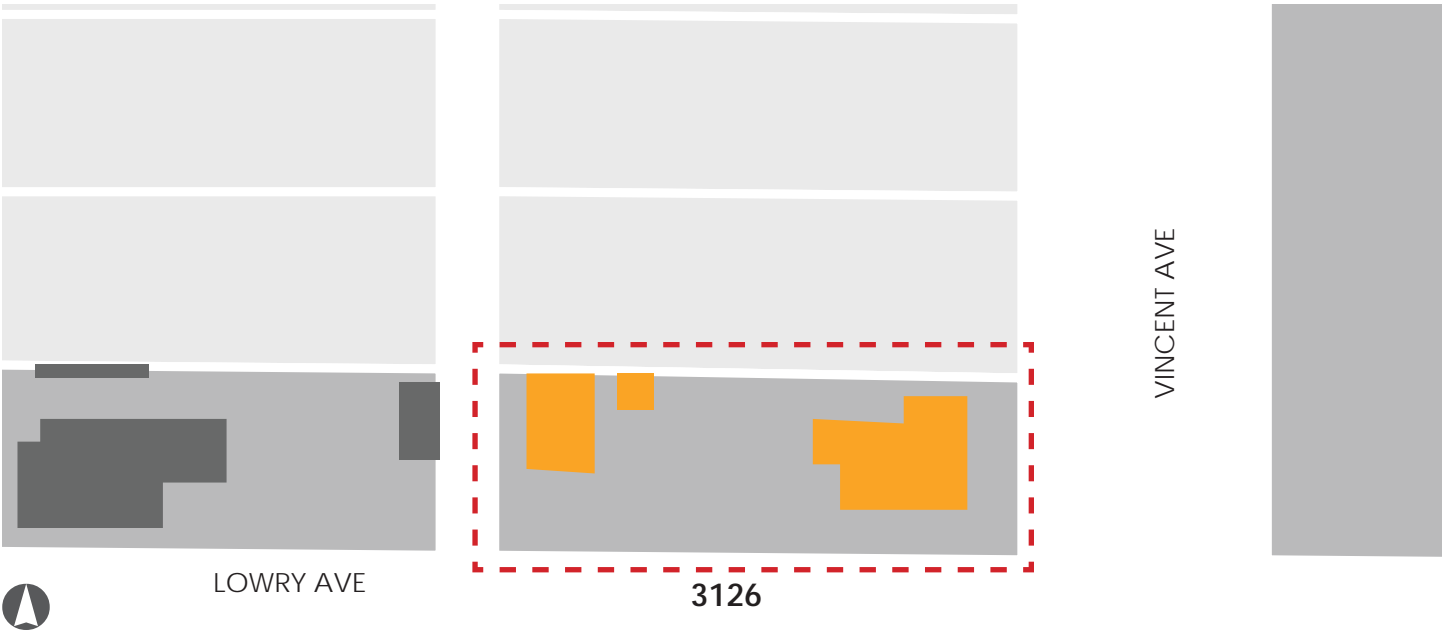


PROPERTY INFORMATION






| | |
|---------------|---------------------|
| Zoning | CI |
| Current Use | Vacant-Commercial |
| Property Type | Vacant Lot |
| Ownership | City of Minneapolis |
| Year Built | N/A |
| Neighborhood | Cleveland |
| Comments | Community Garden |

LEGEND

- Existing Occupied Structure
- Existing Occupied Lot
- Vacant Structure
- Vacant Lot
- Exhibited Lot/Property



| PROPERTY INFORMATION | |
|----------------------|-------------|
| Zoning | R4 |
| Current Use | Residential |
| Property Type | Vacant Home |
| Ownership | L & G Link |
| Year Built | 1905 |
| Neighborhood | Jordan |
| Comments | Vacant Home |

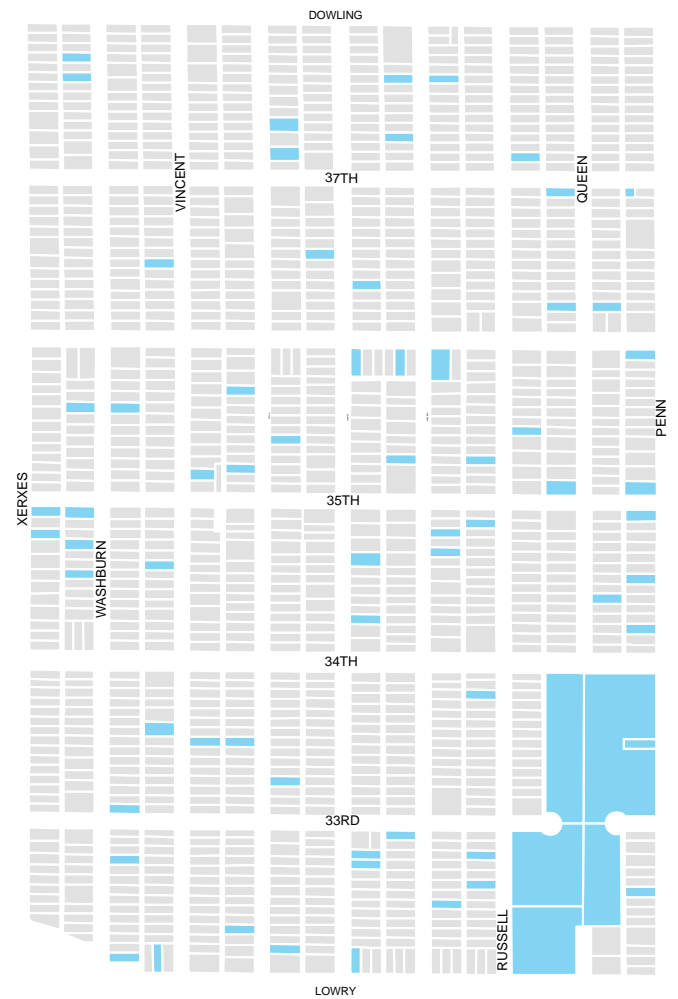
| LEGEND | |
|---|-----------------------------|
|  | Existing Occupied Structure |
|  | Existing Occupied Lot |
|  | Vacant Structure |
|  | Vacant Lot |
|  | Exhibited Lot/Property |

Parcel Ownership in Cleveland

Owner-Occupied Lot
by Cleveland Resident (Homestead)



Owned by Resident/Entity with
Northside Address

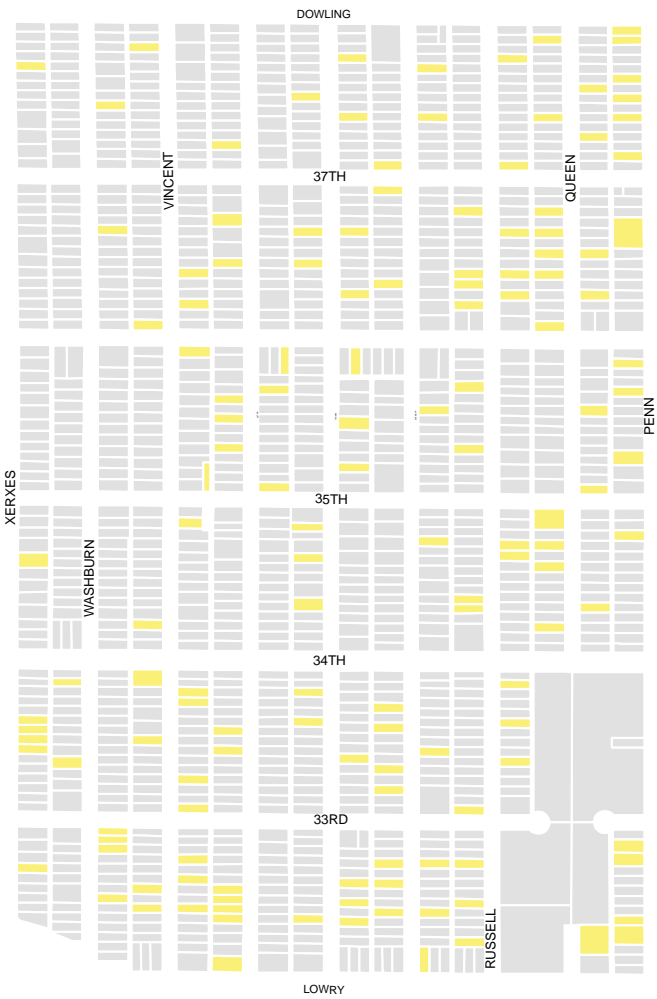
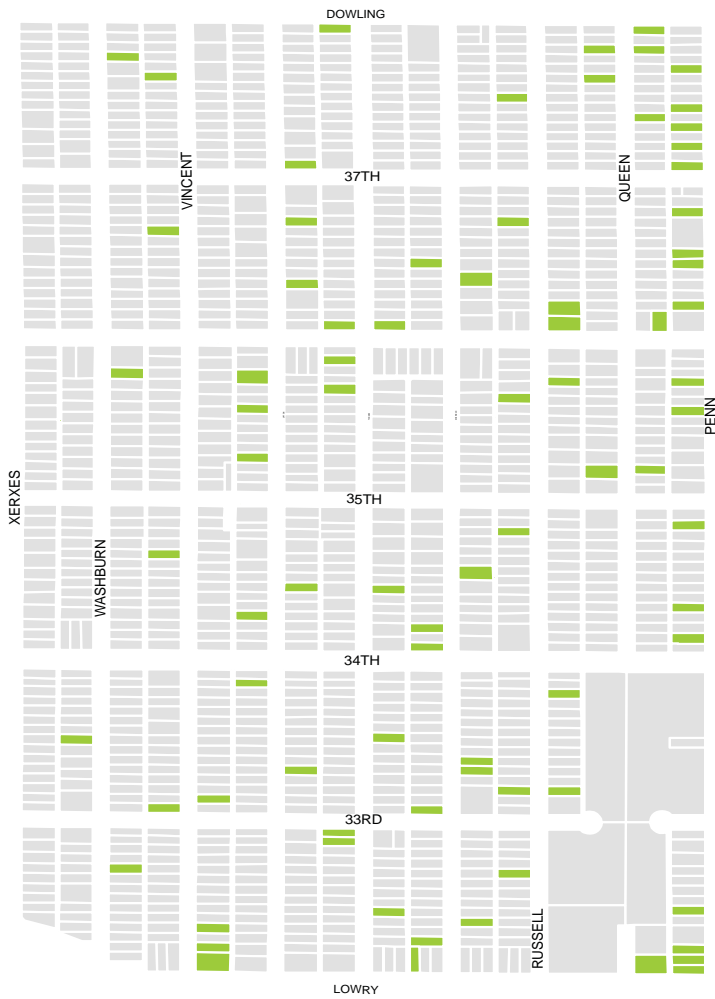


LEGEND

- Owner Occupied Lot by Cleveland Resident
- Owned by Resident/Entity with Northside Address

Owned by Resident/Entity with
Minneapolis Address (Non-Northside)

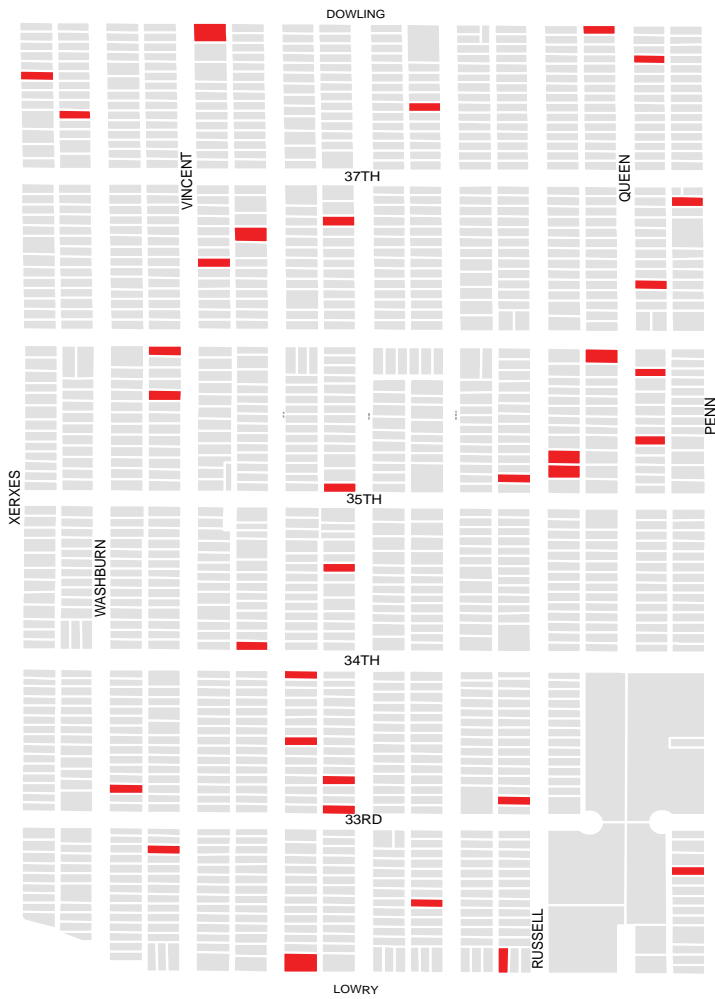
Owned by Resident/Entity with
Minnesota Address



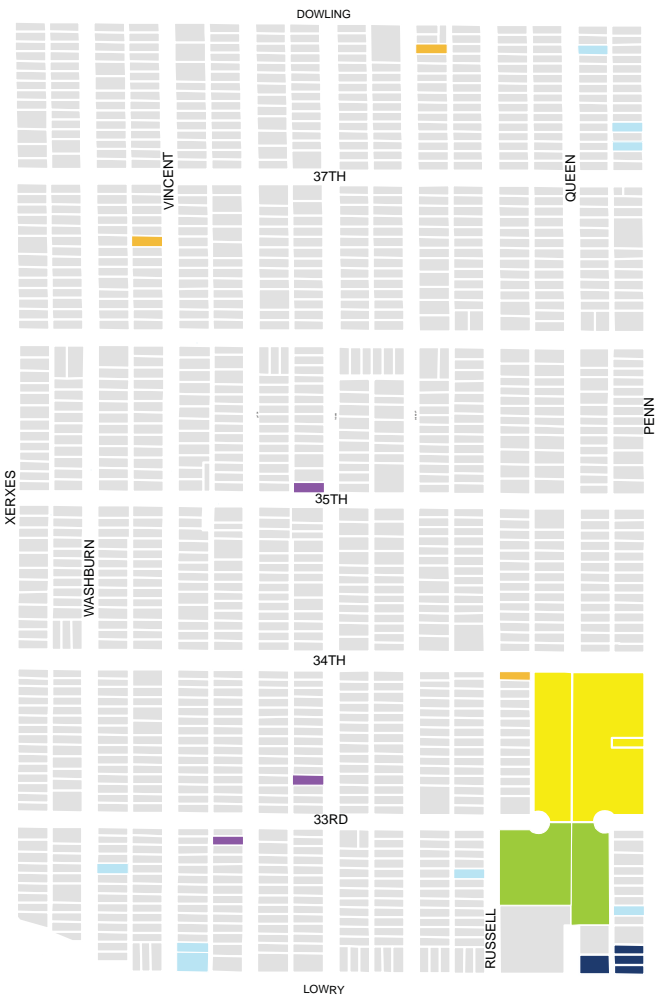
LEGEND

- Owned by Minneapolis Resident
- Owned by Minnesotan Resident

Owned by Resident/Entity with
Out-of-State Address



Owned by Government Agency

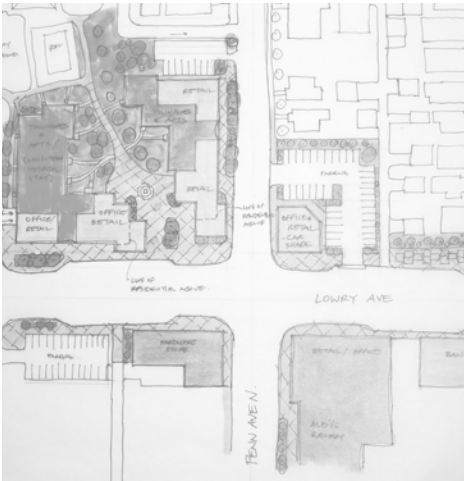


LEGEND

- Owned by Out-of-State Resident
- Owned by Government Agency - Minneapolis Park Board
- Owned by Government Agency - City of Minneapolis
- Owned by Government Agency - Hennepin County
- Owned by Government Agency - Hennepin (Forfeited)
- Owned by Minneapolis Board of Education

| Cleveland Neighborhood: Vacant Lots and Buildings | | | | | | |
|---|------|-----------------|------------------------------|------------------|--------------------------|-------------|
| Updated May 2015 | | | | | | |
| Parcel ID | # | Street Name | Owner Name | Land or Building | Property Type | Square Feet |
| 802924120049 | 3535 | Upton Ave N | Greater Metro Housing | Land | Residential | 4,993 |
| 802924130059 | 3315 | Thomas Ave N | City Of Minneapolis | Land | Residential | 5,173 |
| 802924110086 | 3500 | Queen Ave N | Mahmood K Khan | Land | Residential | 4,783 |
| 502924440119 | 3711 | Penn Ave N | City Of Minneapolis | Land | Residential | 4,935 |
| 802924110094 | 3514 | Russell Ave N | Hennepin Forfeited Land | Land | Residential | 7,627 |
| 802924130193 | 3210 | Vincent Ave N | City Of Minneapolis | Land | Residential | 5,266 |
| 502924440108 | 3755 | Penn Ave N | Mohamed Nabil Hussein | Land | Commercial-Non Preferred | 4,466 |
| 802924140005 | 3241 | Russell Ave N | City Of Minneapolis | Land | Residential | 5,279 |
| 802924130192 | 2716 | Lowry Ave N | City Of Minneapolis | Land | Commercial-Preferred | 10,316 |
| 802924130152 | 3238 | Vincent Ave N | Hennepin Forfeited Land | Land | Residential | 5,293 |
| 802924130207 | 2814 | Lowry Ave N | W Arthur Starbird Et Al | Land | Apartment | 363 |
| 802924140042 | 3211 | Sheridan Ave N | Greater Metro Hsg Corp | Land | Residential | 5,200 |
| 802924140048 | 2518 | Lowry Ave N | Hennepin Forfeited Land | Land | Commercial-Preferred | 194 |
| 802924140156 | 3227 | Penn Ave N | City Of Minneapolis | Land | Residential | 4,995 |
| 802924140138 | 3318 | Sheridan Ave N | Greater Metropolitan Housing | Land | Residential | 5,137 |
| 802924140157 | 3221 | Penn Ave N | James P O'Connell Et Al | Land | Commercial-Preferred | 5,066 |
| 502924440134 | 3750 | Queen Ave N | City Of Minneapolis | Land | Residential | 4,869 |
| 802924140205 | 0 | Address Pending | Hennepin County | Land | Commercial | 10,523 |
| 802924140204 | 0 | Address Pending | Hennepin County | Land | Commercial | 7,608 |
| 802924140206 | 0 | Address Pending | Hennepin County | Land | Commercial | 4,947 |
| 802924140203 | 0 | Address Pending | Hennepin County | Land | Commercial | 2,469 |
| 502924430172 | 3723 | Thomas Ave N | Elizabeth Carter/FNMA | Building | Residential | 5,044 |
| 502924440096 | 3623 | Penn Ave N | Paula Wycough | Building | Residential | 5,444 |
| 502924440227 | 2212 | 36Th Ave N | Thomas Unruh | Building | Residential | 5,356 |
| 802924130049 | 3338 | Upton Ave N | Erskine Bell | Building | Residential | 5,129 |
| 802924130178 | 2618 | Lowry Ave N | Speedway Superamerica LLC | Building | Commercial | 10,467 |
| 802924130179 | 3210 | Upton Ave N | Steven Meldahl | Building | Residential | 5,216 |
| 802924140045 | 2510 | Lowry Ave N | Addington Management LLC | Building | Residential | 4,032 |

The vacant building list is updated by the City monthly: tinyurl.com/mpslsvacant
Hennepin County updates property info frequently, search by property here: tinyurl.com/countyinfo



RESOURCES FOR COMMUNITY DRIVEN DEVELOPMENT

Prepared by Ashley Foell, Katrina Nygaard, Erin Olson + Andrew Tran



HOUSING + CORRIDOR REDEVELOPMENT TRAINING RESOURCES

The following organizations are promising potential partners for the Cleveland Neighborhood Association to structure their corridor planning efforts, talk about important community issues (like affordable housing), and reach consensus in future planning processes. The second page of resources includes affordable and subsidized housing developers and that have been successful in the Twin Cities, followed by a list of important projects and initiatives to know.

| Organization | About | Cost | Capacity Building, Training Groups to lead workshops | Corridor Planning Workshops | Corridor Planning or Zoning Training Resources | Affordable Housing Training Resources | Website |
|---|---|---|--|-----------------------------|--|---------------------------------------|---|
| Local Initiatives Support Corporation (LISC), Corridor Development Initiative | Facilitate planning meetings that raise the level of dialogue around development options, help residents understand financing and design, and positioning opportunity sites for development partners; Focuses on key issues including density, affordable housing, land use mix, and the true cost of development, working over six months. | Application process to obtain predevelopment funding, development loans, and training grants between \$50,000-\$250,000 | X | X | X | | http://www.tclisc.org/ |
| The Center for Urban Pedagogy (CUP), New York | Create tools for neighborhood groups to use in workshops, trainings, and outreach on critical neighborhood development issues; "The Affordable Housing Toolkit" bridges the gap between policy makers and the people on the ground | Affordable Housing Toolkit: \$250 Zoning Toolkit: \$500 Free Resource Downloads | | | X | X | http://welcomeocup.org/Projects/Envisioning-Development/ |
| HousingLink | Provide resources to renters, landlords, and managers of affordable housing to create deeper knowledge of fair housing law, subsidized housing programs, and other important rental housing topics. | Free | | | | X | http://www.housinglink.org/HousingResources.aspx |

| Organization | Type of Housing and Geographic Region | Main Funding Sources and Programs | Low Income (80%) | Very Low Income (50%) | Extremely Low Income (30%) | Training and Housing Education Programs | Website |
|--|--|---|------------------|-----------------------|----------------------------|---|---|
| Metropolitan Consortium of Community Developers (MCCD) Members | | | | | | | http://www.mccdmn.org/ |
| Twin Cities Housing Development Corporation (TCHDC) | Townhomes, Leasehold Cooperatives, and Apartments in Saint Paul, Minneapolis, and Twin Cities Suburbs (for rent) | HOME Funds, Project-Based Section 8, LIHTC, Housing Choice Accepted | X | X | X | | http://www.tchdc.org/properties/rental-properties-v2 |
| Project for Pride in Living (PPL) | Duplexes, Townhomes, Apartments (for rent) and Single-Family Homes for sale (renovation and new construction) | HOME Funds, LIHTC, and must make 2x the rent amount, Housing Choice Accepted | X | X | X | X | http://www.ppl-inc.org/ |
| PRG | Townhomes, Leasehold Cooperatives, and Single-Family Homes | Mixed-Income | X | | | | http://prginc.org/ |
| CommonBond Communities | Townhomes and Apartments in 48 cities of Minnesota, Wisconsin, and Iowa. They currently have 4 properties in Minneapolis, with 2 for specialized disability services and 2 for seniors | LIHTC, Minnesota Housing Loans and Grants, and other State funds, Housing Choice Accepted | X | X | X | X | http://www.common-bond.org/ |
| Urban Homeworks | The Northside Home Project, in collaboration with Project for Pride in Living (PPL) for ownership of single-family homes | Northside Home is a homeownership promoting initiative that responds to the strong community desire to retain and increase home ownership opportunities in North Minneapolis. UHW and PPL purchase, renovate, manage and sell single family homes to buyers seeking owner-occupancy. There are two potential approaches: a direct path to homeownership, or a path that includes an interim rental phase. During tenancy, buyers will attend financial training, take steps to enhance their credit, and successfully move from renting to homeownership. | | | | | http://www.urbanhomeworks.org/housing-side/northside |

SUBSIDIZED HOUSING RESOURCES

Subsidized Housing receives some form of financial assistance from the government through operating subsidies, tax credits or rent payments in order to make the rent affordable to low-to-moderate income renters. These programs were established to provide decent, safe rental housing for eligible low-to-moderate income families, the elderly, and persons with disabilities.

Below are the details on the four most common subsidized housing options in Minnesota. For additional information on affordable and subsidized housing in the Twin Cities, visit www.housinglink.org.

HOUSING CHOICE VOUCHERS (ALSO CALLED SECTION 8 VOUCHERS)

Government issued rent-based-on-income vouchers that the renter uses in the private market in apartment buildings that fall within a certain approved rent amount. Landlords can opt in or out of accepting vouchers, as long as they are consistent in all of the properties they own.

| How it Works | How to Qualify | How to Apply |
|---|---|---|
| <p>After you receive a voucher from the Minneapolis Public Housing Authority (PHA), you search and find a qualifying unit. The rent you will pay will be 30% to 40% of your household's adjusted gross income. The PHA will pay a portion of the rent directly to the property. If you move, the voucher moves with you.</p> <p>* Example of rent at 30% of income: Household with one full-time worker at \$7.25/hour might pay \$348 per month.</p> | <p>To qualify for a Section 8 voucher, you must fall within Minnesota's income limits. For 2015, households must be at least 80% below Area Median Income of \$86,600 (low income classification).</p> <p>* Example of a qualifying household income would be making below \$65,800 annual income for a family of four.</p> | <p>Although the Department of Housing and Urban Development (HUD) funds the Section 8 program, it is administered by local housing authorities or other affiliated organizations. You will need to contact the PHA to get on a Section 8 Voucher waiting list (if the waiting lists are open). Waiting lists for vouchers are often long or closed.</p> |

PUBLIC HOUSING

Government owned rent-based-on-income housing facilities. Renters in Public Housing units pay 30% of their income for rent while some units may have a low fixed rent amount. Some of the buildings are older and more basic. This subsidy generally stays with the building; when you move, out you no longer have the rental assistance. Not much public housing has been constructed in the past 20 years.



| How it Works | How to Qualify | How to Apply |
|---|---|---|
| You apply at the Minneapolis PHA for a unit based on the bedroom size needed to accommodate the number of members in your household, generally following a 2 people per bedroom rule. Some units are reserved only for households that are elderly or disabled. The waiting list you apply for may be long and it may take several months or years for your name to get to the top of the list. Once you are selected from the waiting list you may be offered a small selection of units to choose from as there may be a limited number of available units. | To qualify for Public Housing, you must fall within Minnesota's income limits. For 2015, households must be at least 80% below Area Median Income of \$86,600 (low income classification). * Example of a qualifying household income would be making below \$65,800 annual income for a family of four. | Although the Department of Housing and Urban Development (HUD) provides funding for Public Housing, local housing authorities administer the program. Waiting lists for public housing can often be long or closed. View the Housing Authority Waiting List to find out about openings in the metro area, or contact them directly at 612-342-1400. |

PROJECT BASED SECTION 8

Privately owned rent-based-on-income facilities where the subsidy is connected to the building, not the household. Most units rental cost will be 30% of your household adjusted gross income. This type of subsidy also has a variety of housing types in the Twin Cities including single-family homes, townhomes, or apartments.

| How it Works | How to Qualify | How to Apply |
|--|---|---|
| Most units rental cost will be 30% of your household adjusted gross income. There may be a variety of housing types available through this program including single-family homes, townhomes, or apartments. Households apply to a property that participates in the program. Some units may be reserved for households that are elderly or disabled. Often times you apply for a waiting list that may be several months long. Once you are selected from the waiting list, you may be offered a unit; however, there may be a limited number of available units to choose from. | To qualify for a Section 8 unit, you must fall within Minnesota's income limits. For 2015, households must be at least 80% below Area Median Income of \$86,600 (low income classification). * Example of a qualifying household income would be making below \$65,800 annual income for a family of four. | You can search for project-based Section 8 buildings from HousingLink's homepage. Select rent = % income as the maximum rent amount, click Submit, and view the results to see project based Section 8 and public housing units. Remember that waiting lists for Project Based Section 8 units can often be long or closed. |

SECTION 42 TAX CREDIT

Privately owned rent-based-on-income facilities that use tax incentives to keep rents low. The Low Income Housing Tax Credit Program (LIHTC) was created by the Tax Credit Reform Act of 1986. The program regulations are under Section 42 of the Internal Revenue Code, which is where the common name of this housing type comes from. The tax credit encourages developers to build affordable housing to meet the needs of the community, usually with a requirement that residents have an income at or below 50-60% of the Area Median Income. Owners must keep the units affordable for a specified number of years, usually 20. Affordable rents are defined and calculated based on Median Household Income figures published annually by the U.S. Department of Housing and Urban Development (HUD).

| How it Works | How to Qualify | How to Apply |
|---|--|--|
| Renters who live in a Section 42 unit must be income and program eligible. The rent that a Section 42 resident will pay is based on a fixed rental fee for the unit size that is lower than the average market rate rent in the area. | To qualify for a Low Income Housing Tax Credit unit, you must fall within Minnesota's income limits. For 2015, households must be at least 60% below Median Household Income set by the US Department of Housing and Urban Development (HUD), but sometimes set to a threshold of 50% of MHI for additional tax benefits to the owner. 1) a percent of the median household income for the county or metropolitan statistical area in which the development is located; and 2) the number of people in the household. Income level is based on the combined projected gross income, including income from assets, for the next 12 months of all household members 18 years of age and older. | It is sometimes difficult to identify which rental properties participate in the Section 42 program. Applicants give information regarding your household composition, income, and student status. A household must re-certify your income and family size before you are offered a new lease. This process starts about 90 days before your lease renewal date. |

MORE INFORMATION

Use HousingLink to search for subsidized housing in the Twin Cities Metro Area. HousingLink has other valuable resources to learn more about where to find housing that fits your household's income level. Most information on this fact sheet was taken from HousingLink's resource pages at <http://www.housinglink.org/>.

ECONOMIC DEVELOPMENT TRAINING RESOURCES

The following organizations and local initiatives have been identified as the most promising partnerships for the Cleveland Neighborhood Association to support local economic development in the directions supported by community residents.

| Organization | About | Cost of Services | Technical Support | Feasibility Assessments | Entrepreneur Trainings | Financing, Lending, and Business Support | Access to capital | Property Development or Business Incubators | Website |
|---|---|--|-------------------|-------------------------|------------------------|--|-------------------|---|---|
| Business Technical Assistance Program (B-TAP) A City-funded service offering consulting support to new and existing businesses in Minneapolis, particularly 1) entrepreneurs starting a new business, 2) business expansions, 3) minority or woman-owned disadvantaged business status application, 4) general business advice. For 2014-2015, the City contracted with 11 service providers. Below are those serving a particular ethnic group or geographic area that matches the Cleveland Neighborhood. | | | | | | | | | www.ci.minneapolis.mn.us/business/B-TAP |
| Northside Economic Opportunity Network (NEON) | Provides administrative and technical support for community-based economic initiatives on the Northside, focusing on commercial corridors and providing the goods and services needed and wanted by Northside residents. | Some free services, others fee-based | X | X | X | X | | | http://www.neon-mn.org/ |
| Neighborhood Development Center (NDC) | Offers business development and capacity building programs for neighborhood entrepreneurs, small businesses, and non-profit organizations grow and expand their impact; Focus on culturally-relevant resources and approaches. | Free and sliding scale fee-based (\$100-\$650) | | | X | X | X | X | http://www.ndc-mn.org/ |
| Local Initiatives Support Corporation (LISC) | Provides organizational support and capacity building through the COACTION program, matching grant funding and technical assistance around business and physical asset development (usually aimed at CDCs). \$50,000-\$250,000 loans available. | Some free services, others fee-based | X | | | | X | X | http://www.lisc.org/content/offices/detail/623/ |

| Organization | About | Cost of Services | Technical Support | Feasibility Assessments | Entrepreneur Trainings | Financing, Lending, and Business Support | Access to capital | Property Development or Business Incubators | Website |
|---|--|---|-------------------|-------------------------|------------------------|--|-------------------|---|--|
| Women Venture | Provides Minnesota women with the tools and resources to achieve economic success through business ownership, offering entrepreneurship classes, business plan training, scholarships and loans up to \$50,000. | \$150-\$600, but with income-based scholarships available | X | | X | X | X | | http://www.women-venture.org/ |
| Latino Economic Development Center (LEDC) | Offers group trainings, workshops, and one-on-one business support for Latino entrepreneurs around starting and growing a business; Micro entrepreneur training, bookkeeping courses, marketing orientation, human resources training, technology training, and financial statements training are the core courses offered, along with loan packaging; Mercado Central and Midtown Global Market are two large projects resulting from their work. | Free | X | | X | X | X | X | http://www.ledc-mn.org/ |
| Other Groups and Collaborations doing Economic Development in North Minneapolis | | | | | | | | | |
| Northside Job Creation Team (NJCT) | A collaboration of University and community leaders aiming to attract 1,000 sustainable wage jobs to North Minneapolis by 2018 | N/A | | | | | | X | www.uroc.umn.edu/criticalconversations/njct.html |
| Northside Funders Group | Seeks to foster a thriving economy around workforce and physical property development; coupling financial support with strategic guidance around workforce center creation and neighborhood job investment; investor in NJCT. | N/A | X | | | | X | X | www.northside-funders.org/approach/levers/ |

COOPERATIVE DEVELOPMENT RESOURCES

The following organizations provide services for individuals wishing to start various types of cooperatives. The services include funding opportunities, training, financial tools, and networking opportunities.

| Organization | About | Cost | Services Provided | Website |
|---|--|---|---|---|
| Cooperative Development Services (CDS), Saint Paul | CDS offers services to individuals wishing to start a co-op, as well as to those who already have an established co-op. The organization has clients from all types of co-ops including those based in agriculture, energy, and community development. | CDS is "typically able to provide initial information and consultation at no cost." After the initial stages, CDS works with clients to develop a fee-for-service plan. | <ul style="list-style-type: none"> • Strategic Planning • Feasibility Studies • Market Analysis • Business Plans • Marketing Plans • Financial Packaging • Financial Projections/Budgeting • Organizational Audits • Accounting Systems • Loan and Grant Procurement • Project Management • Development Planning • Board Training • Governance/Policy | http://www.cdsus.coop/services |
| Food Co-op Initiative (FCI) | FCI has goals to increase the number and support the success of up and coming food co-ops through the provision of mostly online services. | All FCI services are free of charge. For more in-depth services, FCI can help you find consultants if necessary. | <ul style="list-style-type: none"> • Numerous online tools including guides, models, webinars, financial templates, and sample policies for co-op governance. • Access to loans and grants for co-op development | http://www.foodcoopinitiative.coop |
| National Cooperative Business Association (NCBA), Washington D.C. | NCBA is a trade association and convener for cooperative businesses in the U.S. and internationally. | There are some free online resources. NCBA hosts annual conferences that range from \$100-\$800 based on membership status. | <ul style="list-style-type: none"> • A toolkit will be available soon • The most helpful resources are the annual conferences offered | http://ncba.coop/ |

| Organization | About | Cost | Services Provided | Website |
|--|--|--|--|--|
| NATIONAL ASSOCIATION OF HOUSING COOPERATIVES (NAHC) | NAHC is a cooperative for housing co-ops across the U.S. The organization is ran by its members. | Membership ranges from \$100 to \$400 based on type of membership. | <ul style="list-style-type: none"> • FAQs related to starting a housing co-op • Annual conference • Networking • Technical assistance • Expanded services for members | http://coophousing.org |
| Senior Cooperative Housing (SCH) & Senior Cooperative Foundation (SCF), MN | There are resources for those interested in starting this unique form of senior/aging in place housing. | The services and information provided by SCH and SCF are free. | <ul style="list-style-type: none"> • A list of local and national senior housing co-ops • Explanations of benefits associated with senior housing co-ops | http://seniorcoopliving.org http://seniorcoops.org/ |
| Cooperative Development Foundation (CDF) | CDF's mission is to "promote community, economic, and social development through cooperative enterprises." | The services and information provided by CDF is free. | Relevant Funds Available: <ul style="list-style-type: none"> • Bowers Fund - Food • CDF Fund - Any type • Co-op Innovation Fund - Affordable Housing • Revolving Loan Fund - Affordable Senior Housing | http://www.cdf.coop/ |

NOTABLE OPPORTUNITIES AND ORGANIZATIONS

- The **Wedge Community Co-op** provides the WedgeShare, a cooperative charitable giving program. The award is **\$10,000** for organizations that address goals similar to that of Cleveland Neighborhood. Applications are due May 29, 2015 for the 2016 funding cycle. Visit: <http://www.wedge.coop/community/wedgeshare>
- The best resources stem from networking. Connect with **NorthEast Development Cooperative (NEIC)** to learn about their process. Visit: <http://neic.coop/>

FUNDING RESOURCES

GLOSSARY

Tax Credits: A tax credit is an incentive given to a business owner to make investments in property or operate their business in a particular area or site. Tax credits may be given for the renovation of historic buildings, building affordable housing or locating businesses in particular neighborhoods of the city. If a business owner receives a tax credit, they will receive a reduction in their taxes, often for 5 to 10 after the project is completed.

Incentive Packages: Incentive packages are part of a larger economic development strategy that a city adopts as a way to attract new businesses. These packages typically include tax credits and infrastructure improvements. Incentive packages are typically given for business development in underdeveloped or lower income neighborhoods.

Grants: A grant is a sum of money, given to an individual or organization for a specific purpose. Some grants require that a project be developed in a certain way or that the grant recipient match funds to complete the project.

Loans: Loans are money borrowed from a business owner or entrepreneur to start a business, complete capital improvements or purchasing property. Loans can be taken out by a bank or by an organization specializing in economic development. In either case, the loan recipient will have to make payments on the principle and interest of the loan. Certain loans are available for specific projects or types of development, while others are more flexible.

TAX CREDITS

| Program | About the tax credit... | Website |
|--------------------------------|---|---|
| Tax Increment Finance (TIF) | A financing mechanism where the City pledges future property tax revenues to repay a loan for significant redevelopment projects that are expected to substantially increase a property's tax value. Developers are eligible for this program if the proposed development could not happen without TIF and no other development is planned for the site. Preliminary meetings with City staff are highly encouraged. | www.minneapolismn.gov/cped/resources/reports/cped_tax_increment_financing |
| New Markets Tax Credit | Federal program to encourage private investment in defined low-income communities. Brings millions of dollars to a project. These credits are available in certain geographic areas, including North Minneapolis and are meant to offset the perceived risk of developing in low income communities. Allocations are made on an annual basis. | www.novoco.com/new-markets/resources/ct/ |
| Historic Tax Credits | Federal and state tax credits available for rehabilitation of buildings eligible for listing on the National Register of Historic Places. Up to 40% of rehabilitation costs can be covered. Can be combined with NMTC financing as well. 10% of the federal tax credit is available for buildings which are not eligible for the National Register. The MN Historical Society runs a local, parallel tax credit system to the federal system. | http://www.mnhs.org/shpo/grants/mnhistoric-structurerehabilitationstatetaxcredit.php |
| Low Income Housing Tax Credits | Housing tax credits are issued by the Minneapolis-St. Paul Housing Finance Board. Credits are awarded for developments that incorporate affordable housing units. The funding will serve to make development projects more feasible. Funding is allocated on a bi-annual basis by CPED and the Housing and Redevelopment Authority. | http://www.ci.minneapolis.mn.us/cped/rfp/cped_lihtc_rfp_home |

INCENTIVE PACKAGES

| Program | About the incentive package... | Website |
|------------|--|---|
| GrowNorth! | The package provides numerous incentives such as forgivable loans, workforce trainings and homeownership resources in exchange for the creation of 40 jobs for North Minneapolis (15 of which will go to existing residents) and the construction of “green” facilities. The City of Minneapolis will assist corporations to choose a site for their business and connect them with local business associations. | http://www.minneapolismn.gov/cped/GrowNorth |

GRANTS

| Program | About the grant... | Website |
|--|---|--|
| City of Minneapolis Brownfield Grants | Grants available for soil, asbestos, and other hazardous waste remediation. This funding is administered by cities and the USEPA specifically for redevelopment projects. Grant sizes range from tens to hundreds of thousands of dollars. | www.minneapolismn.gov/cped/ba/cped_brownfields |
| State Redevelopment Grant Program | Competitive state grants to support real estate redevelopment projects. The City of Minneapolis would apply on behalf of the company. Grant size up to \$1 million dollars, however, a 1:1 match is required. | www.positivelyminnesota.com/Government/Financial_Assistance/Site_Cleanup,_Redevelopment,_Transit_Funding/Redevelopment_Grant_Program.aspx |
| Minnesota Innovative Business Development Program | A state grant for costs of publically owned infrastructure related to a development project. The focus is on innovative, technology-oriented businesses. The City of Minneapolis would apply on behalf of the company. Grant size up to \$1 million, however, a 1:1 match is required. | www.positivelyminnesota.com/Government/Financial_Assistance/Business_Development_Funding/Innovative_Business_Development_Program.aspx |
| Transit Oriented Development Funding | Grant funds available for real estate redevelopment projects near transit that will increase ridership. Award size in hundreds of thousands of dollars. Grants are administered by the Metropolitan Council as well as the Corridors of Opportunity Partnership for Regional Opportunity. | http://www.metrocouncil.org/Communities/Services/Livable-Communities-Grants/Transit-Oriented-Development.aspx |
| ArtPlace America | ArtPlace Provides grants for community development and the arts. Projects in Minneapolis include the 38th and Chicago Arts District and NACDI’s American Indian Cultural Corridor. Art Place has grants in community planning, community development investments, and a national grant program. | http://www.artplaceamerica.org/ |
| Great Streets Neighborhood Business District Program | Grants for façade improvements and business district support. These grants are administered on an annual basis by the City of Minneapolis, CPED. Grant and development proposals on Penn and Lowry Avenues are especially encouraged. | http://www.ci.minneapolis.mn.us/cped/ba/cped_great_streets_home |
| Mississippi Watershed Action Grants | Grants administered by the Mississippi Watershed Management Organization for projects improving water quality. The implementation of stormwater management features, erosion control, or other BMPs on sites within the watershed all qualify as potential projects. Applicants must match 25% of the grant received. | http://www.mwmo.org/actiongrants.html |

LOANS

| Program | About the grant... | Website |
|--|---|--|
| Minnesota Investment Fund | Very-low-interest loans of up to \$500,000 to businesses adding new workers and retaining high- quality jobs in Minnesota. The focus is on industrial, manufacturing, and technology-related industries to increase the local and state tax base and improve economic vitality. Cities apply on behalf of the company. | www.positivelyminnesota.com/Government/Financial_Assistance/Business_Development_Funding/Minnesota_Investment_Fund.aspx |
| Real Estate Acquisition Loan Program | A City of Minneapolis loan for owner-occupant businesses to purchase commercial/ industrial property with just 5% equity investment. | www.minneapolismn.gov/cped/ba/WCM-S1P-094433 |
| Business Development Fund Loans | Loans of up to \$75,000 at market rate interest with a credit of up to half the value of the loan for hiring Minneapolis residents. | www.minneapolismn.gov/cped/ba/cped_bdf |
| Two-Percent Loans | Bank partnership loans where the City provides up to \$75,000 at 2% interest for equipment purchases and building improvements. Banks match the City's contribution at their market rate of interest; the result for the borrower is a below-market, blended-interest-rate loan. | www.minneapolismn.gov/cped/ba/cped_two_percent |
| Revenue Bonds | Can be used for acquisition, new construction, renovations, and equipment purchase. Tax-exempt bond financing for manufacturing uses; taxable bonds available for other commercial uses. Start at \$1 million and go as high as the project will support; tax-exempt up to \$10 million. | www.minneapolismn.gov/cped/ba/cped_common_bond |
| Community Land Trust | The organization provides loans for the construction of affordable housing, affordable housing preservation, and homebuyer assistance. Twin Cities Land Bank also lends to developers looking to do community oriented, mixed-use projects. | http://www.tccland-bank.org/ |
| Real Estate Development Gap Financing | Part of the Great Streets program, gap financing loans for "transformative commercial real estate projects". Past projects include Kindred Kitchen on West Broadway and the Chicago Avenue Fire Arts Center on 38th and Chicago. The application to this program can be submitted at any time. | http://www.ci.minneapolis.mn.us/cped/ba/cped_great_streets_home |
| First Children's Finance | Provides loans and financing to early childhood care and education centers to provide materials, equipment or complete renovations. Loans range from \$1,000 to \$125,000 depending on the applicant's needs. The organization also provides resources and technical assistance. Home based organizations and centers are eligible to apply for assistance. | http://www.firstchildrens-finance.org/contact-us/minnesota-regional-office/ |
| Metropolitan Consortium of Community Developers (MCCD) | Loans of up to \$25,000 are administered to small, emerging businesses that cannot secure funding in a traditional way. Larger loans of up to \$50,000 can be administered to businesses that have been operating for several years and are looking to grow. MCCD partners with banks and other organizations in the Twin Cities to ensure the longevity of the loan program. | http://www.opentobusinessmn.org/programs/open-to-business-lending |

LOANS (CONTINUED)

| Program | About the grant... | Website |
|---|---|--|
| Non-profits Assistance Fund | Loans of \$500 to \$500,000 to 501c3 non-profits for construction projects, equipment purchases, and working capital. Interest rates range from 5% to 9%. | www.nonprofitsassistancefund.org |
| Metropolitan Economic Development Association | Business loans ranging from \$25,000 to \$400,000, specifically for entrepreneurs of color. MEDA also assists with financial planning and loan packaging. To be eligible, at least 51% of the business must be owned by ethnic minorities or people of color. | http://meda.net/services/business-financing/ |
| Milestone Growth Fund Small Business Investment Company | Loans and stock options for existing businesses, especially for entrepreneurs of color. The organization has two loan programs: Loans with stock options (ranges from \$200,000 to \$500,000) and the Urban Initiative Loan Program (loans up to \$300,000). To be eligible, at least 51% of the business must be owned by ethnic minorities or people of color. | www.milestonegrowth.com/financing/ |
| Minnesota Business Finance Corporation | Loans are administered for building, improving property or purchasing equipment and may account for up to 50% of the project cost. The organization lends to for-profit businesses that occupy the land which they are looking to improve. Loans are amortized over 10 to 20 years at a low, fixed interest rate. | www.mbfc.org/working-with-us/ |
| Neighborhood Development Center | NDC has a variety of loan programs for different business owners and entrepreneurs. The Micro-Enterprise program provides loans of up to \$50,000 for business start-up costs. The Profit-based (Islamic) Financing program provides loans of up to \$50,000, in accordance with Islamic law. Existing businesses in Minneapolis may participate in the Emerging Businesses/Emerging Neighborhoods program which provides loans of up to \$150,000, however, fund matching is required. New businesses participating in these programs are also eligible to complete the NDC's micro-entrepreneur training program. | www.ndc-mn.org/financing |
| SPEDCO | These SBA 504 loans are specifically for property renovation or equipment purchase. To be eligible, businesses must be for-profit and owner-occupied. SPEDCO also requires that at least one job per \$65,000 loan must also be created or that the project incorporates sustainable designs. | www.spedco.com/faq/ |
| WomenVenture | WomenVenture provides SBA loans of \$500 to \$50,000 for working capital, equipment or business startup costs. New and existing businesses are eligible to apply, though the organization focuses on women and minority business owners. The organization also runs a Women's Business Center which provides educational and technical assistance for women entrepreneurs. | www.womenventure.org/what-we-offer/capital.html |

HEALTH + COMMUNITY GARDENING RESOURCES

THE IMPORTANCE OF HEALTH OUTCOMES + HEALTHY FOOD

Although Cleveland is not technically a food desert, CNA should monitor what food options are available in the community and make sure that any new vendors proposed in the neighborhood match the community vision of providing more quality food options. The Center for Disease Control (CDC) has a useful tool called “Healthier Food Retail” which helps a community group walk through doing an assessment of the food options in their vicinity. The USDA also has a “Community Food Security Assessment Toolkit” that provides easy measurement tools for assessing various aspects of community food security. It is designed specifically for use by community-based nonprofit organizations, and we highly recommend that the Community Development Committee assign at least two members to take on this work to advocate for healthy food options and continued gardening space in the community.

RESOURCES

CDC Healthier Food Retail Assessment:

<http://www.cdc.gov/obesity/downloads/HFRassessment.pdf>

USDA Community Food Security Assessment Toolkit:

<http://www.ers.usda.gov/publications/efan-electronic-publications-from-the-food-assistance-nutrition-research-program/efan02013.aspx>

Community Food Assessment Sources:

http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/community_assessment.htm



Conservation Corps installing a rain garden in Cleveland, 2014. Image Source: Cleveland Neighborhood Association.

WHAT ARE COMMUNITY GARDENING + URBAN AGRICULTURE?

A community garden is simply a piece of land gardened collectively by a certain group of people. It does not necessarily involve the processing or distribution of any kind of produce. Urban agriculture is the practice of growing, processing, and distributing food in or around a community. The benefits of strengthening connections between traditional land use planning and the new—and growing—field of community and regional food planning include:

- Helping to build more sustainable and self-reliant community and regional food systems,
- Utilizing the role that community organizations and City planners can play to reduce the rising incidence of hunger and obesity,
- Counteracting the effects of farmland loss in metropolitan areas,
- Recognizing the overuse of chemical fertilizers and pesticides in agriculture pollutes ground and surface water and negatively impacts water supplies,
- Saving fossil fuels used to produce, process, transport, and dispose of the food that we eat,
- Helping to reduce heat island effects caused by heat build-up in buildings, surface lots, and other structures, and
- Increasing local fresh fruit and vegetable access in urban communities by growing food on urban land in community gardens and community green spaces.

THE ROLE OF CITY PLANNERS

According to the American Planning Association, planners can and should have a role in Urban Agriculture. It is up to neighborhood associations to make sure that they take on this role! Remind CPED, DEED, Hennepin County and Metro Transit of the following realities at every opportunity.

City and local community planners can:

- Get involved with food policy councils that support equitable placement of healthy food options and promote urban agriculture,
- Seek growth management strategies to preserve farm and ranch land close to the Twin Cities Metropolitan Area,
- Recommend lots and commercial districts for restaurants and grocery stores to be located,
- Suggest policies to promote community gardens,
- Allow zoning designations for community food gardens, urban farming, and farmers markets, and
- Limit commercial food retail, such as fast food businesses, or offer incentives to those businesses to increase their use of healthy foods (for example, no fast food within 500 feet of a school).

Economic development planners can:

- Support the revitalization of Penn Ave and Lowry Ave with supporting traditional mom-and-pop grocery stores and cooperative grocery stores, and
- Develop strategies to attract small-scale food processing plants to industrial zones in Northside neighborhoods.



Image Source: John Reynolds, 2014. www.JTReynolds.com

Transportation planners can:

- Intentionally create transit routes that connect low-income neighborhoods with supermarkets and healthy food options.

Environmental planners can:

- Provide guidance to urban farmers and community gardening groups to avoid or reduce the effects of run-off into the water supply, and select appropriate fertilizers.

For more information on the role of planners in urban/peri-urban agriculture see American Planning Association: Policy Guide on Community and Regional Food Planning under the resource section below.

CDC RESOURCES

<http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/landuse.htm>

<http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/community.htm>

ZONING + PLANNING RESOURCES

Zoning to Restrict Fast Food:

<http://www.publichealthlaw.net/Zoning%20Fast%20Food%20Outlets.pdf> [PDF - 228 KB].

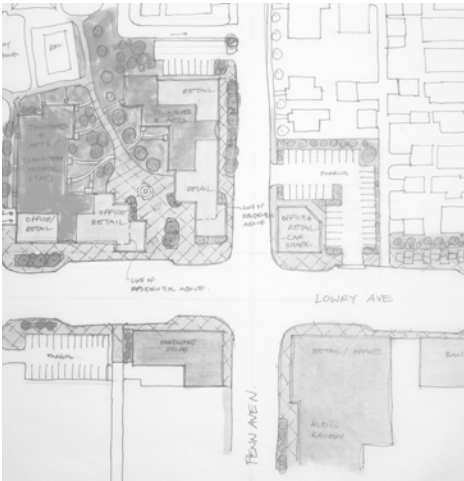
Zoning for Community Gardens:

<http://www.bostonredevelopmentauthority.org/getattachment/cf439d3c-76ed-42ea-89d0-eaf0917468c3>.

In this example, Boston established a specific community garden category that can be zoned as a sub-district within an open space zoning district. Identifying prime locations for community gardens aids in their creation and makes their value apparent to community members and City staff.



Image Source: Cleveland Neighborhood Association.



APPENDIX A.1 - Property Condition Survey Criteria

APPENDIX A.2 - Property Condition Survey Tables

APPENDIX A.3 - Housing Subsidy Programs

APPENDIX A.4 - HUD Income Requirements 2015

APPENDIX A.5 - Developer Survey Questions

APPENDIX A.6 - Penn Ave Community Works

APPENDIX

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A.1: PROPERTY CONDITION SURVEY CRITERIA

Table A.1.1:
Criteria used for assessing property condition

| CONDITION SURVEY RATING SYSTEM | | |
|---------------------------------|---------------------------------|-------------|
| Grading Scale for Each Category | Grading Scale for Each Category | |
| 5 - Excellent/Perfect | No repairs needed | 30 |
| 4 - Good | Minor repairs needed | 23 - 29 |
| 3 - Sub-Standard | Moderate repairs needed | 16 - 22 |
| 2 - Seriously Deteriorated | Substantial repairs needed | 10 - 15 |
| 1 - Severely Deteriorated | Reconstruction or demo needed | 9 and under |

Table A.1.2: A sample survey rating

| Overall Condition | Yard | Porches, Stairs, Fences, Sidewalks | Foundation | Roofing, Gutters, Chimneys | Siding | Doors Windows | Total Rating |
|----------------------------------|---|------------------------------------|------------|----------------------------|--------|---------------|-------------------|
| Very Good, Good, Poor, Very Poor | Rate 1 - 5 (see survey form guidelines) | | | | | | See rating system |
| G | 5 | 5 | 4 | 5 | 5 | 5 | 29 |

Other categories assessed include occupancy, building type, and number of units.

A.2: PROPERTY CONDITION SURVEY DATA

Table A.2.1: Properties along the Penn and Lowry Corridors
Bordering the Cleveland Neighborhood, 2015

| | Area 1 | Area 2 | Area 3 | Combined |
|-------------------------------------|-----------|-----------|-----------|------------|
| Total Parcels | 90 | 68 | 66 | 224 |
| Occupied Structure | 93.3% | 89.7% | 66.7% | 84.4% |
| Unoccupied Structure | 2.2% | 1.5% | 7.6% | 3.6% |
| Vacant Lot | 4.4% | 8.8% | 24.2% | 11.6% |
| Parking | 0.0% | 0.0% | 37.5% | 23.1% |
| All Structures | 86 | 62 | 50 | 198 |
| Perfect | 4.7% | 17.7% | 8.0% | 9.6% |
| Good/Minor | 84.9% | 79.0% | 86.0% | 83.3% |
| Fair/Moderate | 9.3% | 3.2% | 6.0% | 6.6% |
| All Commercial/Institutional | 7 | 6 | 12 | 25 |
| Perfect | 0% | 50.0% | 33.3% | 28.0% |
| Good/Minor | 100.0% | 33.3% | 58.3% | 64.0% |
| Fair/Moderate | 0.0% | 16.7% | 0.0% | 4.0% |
| Substandard | 0.0% | 0.0% | 8.3% | 4.0% |

Table A.2.2: Residential Structure Analysis along the Penn and Lowry Corridors
Bordering the Cleveland Neighborhood, 2015

| | Area 1 | Area 2 | Area 3 | Combined |
|----------------------------|-----------|-----------|-----------|-------------|
| All Residential Structures | 78 | 56 | 36 | 170 |
| Single Family Homes | 24 | 29 | 28 | 81 |
| Year Built - Median | 1922 | 1921 | 1915 | 1919 |
| Last Sale Price - Median | \$85,700 | \$114,000 | \$52,000 | \$85,700 |
| Condition Rating - Average | 24.4 | 26.5 | 24.6 | 25.2 |
| Condominiums | 41 | 0 | 0 | 41 |
| Year Built - Median | 1983 | | | 1983 |
| Last Sale Price - Median | \$67,900 | | | \$67,900 |
| Condition Rating - Average | 29 | | | 29 |
| Duplexes | 7 | 11 | 4 | 22 |
| Year Built - Median | 1924 | 1931 | 1926 | 1928 |
| Last Sale Price - Median | \$215,000 | \$119,750 | \$208,750 | \$185,000 |
| Condition Rating - Average | 25.9 | 26.9 | 25.5 | 26.3 |
| Apartments | 5 | 12 | 2 | 19 |
| Year Built - Median | 1961 | 1957 | 1963 | 1962 |
| Last Sale Price - Median | \$315,000 | \$162,000 | \$510,000 | \$265,000 |
| Condition Rating - Average | 24.6 | 27 | 26 | 26.3 |
| Mixed Use | 1 | 4 | 2 | 7 |
| Year Built - Median | 1924 | 1925 | 1906 | 1924 |
| Last Sale Price - Median | \$200,000 | \$80,500 | \$55,000 | \$85,000.00 |
| Condition Rating - Average | 22 | 26 | 27.5 | 25.9 |

A.3: HOUSING SUBSIDY PROGRAMS



Housing programs listed by number

There are a number of housing programs that a property may participate in and are often referred to by a Section Number. This document gives some additional information about each of these programs.

Keep in mind the following:

- Each property will have its own application process and waiting list.
- Information about properties that participate in these programs and local housing authorities in Minnesota can be found on HousingLink's website at www.housinglink.org.

| | Who this is for | Rent | How to apply | Special conditions** |
|---|---|---|---|---|
| Section 8 Project Based | For low-income renters who want to live in privately owned and managed properties | Rent is 30% of the household's adjusted gross income OR it may also be a low-fixed amount | Apply at the participating property. | Some units may only be available to people with disabilities or elderly. |
| Section 8 Housing Choice Voucher | For low-income renters who want to live in private market housing | Rent is 30% to 40% of the household's adjusted gross income | The process begins by applying at your local housing authority. Once you have the voucher, apply at a property. | An inspection of the unit is necessary before the subsidy can start. Rent limits apply. |
| Section 42 | For income-qualifying renters who want to live in private market housing | Rent is set at a rate below the average cost of rental housing in the area (market rate). | Apply at the participating property. You must meet all other application requirements. | Rents may vary by unit size. Number of available units differs by building. |
| Section 202 | For low-income seniors age 62 and older | Rent is generally 30% of adjusted gross income | Contact the participating property. | |
| Section 236 | For low-income renters | Rent is 30% of your adjusted gross income OR a Fair Market Rent * | Apply at the participating property. | Rents are different at every building. |
| Section 515 | For low-income renters who live in a rural area | Rent is 30% of your adjusted gross income OR a Fair Market Rent * | Apply at the participating property. | Not all rural buildings qualify. |
| Section 811 | For low-income renters with disabilities who are over the age of 18 | Rent is generally 30% of adjusted gross-income | Apply at the participating property OR contact the local housing authority for extra assistance. | The person with the disability needs to be the head of house or spouse. |

* Fair Market Rent is determined by HUD

** More information about qualifications should be obtained at the property

A.4: 2015 HUD INCOME REQUIREMENTS

FY2015 FMR Geography Summary for Hennepin County, Minnesota

Hennepin County is part of the Minneapolis-St. Paul-Bloomington, MN-WI MSA.

The **Minneapolis-St. Paul-Bloomington, MN-WI MSA** is made up of the following:

Anoka County, MN; Carver County, MN; Chisago County, MN; Dakota County, MN; Hennepin County, MN; Isanti County, MN; Ramsey County, MN; Scott County, MN; Sherburne County, MN; Washington County, MN; Wright County, MN; Pierce County, WI; and St. Croix County, WI.

FY2015 Fair Market Rent Summary

| Hennepin County, Minnesota | | | | | |
|-----------------------------------|------------|-----------|------------|------------|------------|
| | Efficiency | 1 Bedroom | 2 Bedrooms | 3 Bedrooms | 4 Bedrooms |
| Final FY2015 FMRs | \$641 | \$796 | \$996 | \$1,403 | \$1,656 |

FY 2015 Income Limits Summary

| Hennepin County, Minnesota | | | | | | | | | | |
|------------------------------------|-----------------------------------|---|-------------|-------------|-------------|-----------------|-------------|-------------|-------------|-------------|
| FY 2015 Income Limit Area | Median Income | FY 2015 Income Limit Category | 1 Person | 2 Person | 3 Person | 4 Person | 5 Person | 6 Person | 7 Person | 8 Person |
| Hennepin County, MN | \$86,600 | Very Low (50%) Income Limits | \$30,350 | \$34,650 | \$39,000 | \$43,300 | \$46,800 | \$50,250 | \$53,700 | \$57,200 |
| | | Extremely Low (30%) Income Limits | \$18,200 | \$20,800 | \$23,400 | \$26,000 | \$28,410 | \$32,570 | \$36,730 | \$40,890 |
| | | Low (80%) Income Limits | \$46,100 | \$52,650 | \$59,250 | \$65,800 | \$71,100 | \$76,350 | \$81,600 | \$86,900 |

NOTE: Underlined headings in both the FMR and IL tables link to detailed documentation concerning the calculations of the parameters listed here.

What Developers Look for When Investing in a Development Project

Characteristics of Properties that Developers Consider

This section of the survey is intended to understand developers' priorities related to the characteristics of the property itself when they are investing in a project.

Rank the following characteristics from 1 (least important) to 5 (most important).

Only select each number once. For example, if "dollar per acre of land cost" is 3, no other factor should be a 3.

| | 1 - Least Important | 2 | 3 | 4 | 5 - Most Important |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Potential rents you can earn on a property | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recent sale values of properties in the neighborhood | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dollar per acre land cost | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Types of buildings in the neighborhood now (types of housing). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Age and condition of nearby buildings | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other property characteristics that you look for.

Use the space below to discuss a neighborhood characteristic that you look for when investing in a development project that is not mentioned in this survey and discuss its importance to you.

Characteristics of the Neighborhood that Developers Consider

This section of the survey is intended to understand developers' priorities related to the characteristics of the neighborhood that the property of interest is located in/by when they are investing in a project.

Demand: Choose which item relating to demand is most important

- ☐ Market studies (what leakages and surpluses exist)
- ☐ Community engagement or visioning (what the community thinks it wants)
- ☐ Both are equally important

Demographics: Rank the following characteristics from 1 (least important) to 5 (most important)

Only select each number once. For example, if "Income of residents" is 3, no other factor should be a 3.

| | 1 - Least Important | 2 | 3 | 4 | 5 - Most Important |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Rental and ownership rates | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Household make up (families, singles etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Average age of residents (youth, families, the elderly etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Income of residents | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Crime statistics in the neighborhood | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other neighborhood characteristics that you look for.

Use the space below to discuss a neighborhood characteristic that you look for when investing in a development project that is not mentioned in this survey and discuss its importance to you.

The survey form also included a space for developers to make additional comments.

A.6: PENN AVENUE COMMUNITY WORKS: VISION & IMPLEMENTATION FRAMEWORK

FINDINGS RELEVANT TO CLEVELAND NEIGHBORHOOD



WHAT IS PENN AVENUE COMMUNITY WORKS?

"The Hennepin County Board of Commissioners established the Penn Avenue community works project in May 2012 to stimulate economic development, beautification, livability and job creation along the Penn Avenue corridor in North Minneapolis. The project extends from the Southwest Light Rail Transit Penn Avenue Station at I-394 to Osseo Road and 49th Avenue North" (hennepin.us/penn).

WHAT DOES THE DOCUMENT INCLUDE?

- » Summary of community engagement
- » Analysis of and overview of existing plans
- » Demographic Data (2000-2013)
- » Transportation analysis for pedestrians, bicycles, motor vehicle traffic, and transit service. Analysis includes connectivity, accident rates, transit ridership, and traffic volume.
- » Inventory of property uses and conditions, and analysis of development potential
- » Summary of current and planned redevelopment sites
- » Summary of Cushman and Wakefield's market study
- » Environmental screening results including maps of potentially contaminated sites
- » Housing inventory and analysis with development challenges and opportunities
- » Market value estimates
- » Economic development opportunities, especially related to the C Line development
- » Economic development challenges include parking, public financial support, investment risk, and low rent levels for existing retail (which discourages new development)
- » There is a tension between gentrification and the benefits of reducing concentrations of poverty
- » Physical, institutional, and programmatic asset inventory and analysis. Such as streetscape, intersections, security, and neighborhood assets.

The County pursued community engagement from April 2013 to February 2014. Each section of the report is prefaced by a summary of topic specific community engagement findings. The following is a summary of key messages from community engagement starting on 3-3, or page 16:

SUMMARY OF GENERAL SURVEY COMMENTS

LIVABILITY - Residents want a vibrant, active community that offers places and spaces where adults and children want to be together, connecting with friends and family, participating in events and activities, activating community centers, and patronizing local parks, restaurants, and businesses. Residents want their neighborhoods to be safe, clean, attractive, interesting – as well as accessible and affordable. The day-to-day and specialized needs of residents should be supported within the neighborhood with more variety, choice, and opportunities of all kinds.

SAFETY - There are major concerns about personal safety and security across all age groups and neighborhoods. These are most pronounced among immigrant families and teens, many of whom shared their personal stories and perceptions of safety. Families report a reluctance to let their children play outside even in their own yards, or walk or bike in the neighborhood. These immigrant families say they frequently shop and recreate outside the community, and prefer to travel by car.

MOBILITY - Cars are the dominant mode of transport for shopping and travel to work among residents and individuals surveyed at business nodes in the corridor. Residents use cars for shopping, errands, and travel to work; residents use the bus primarily for travel to work. Crime and safety concerns are cited as the primary barriers to people walking and biking along Penn. Suggested improvements include more patrols, better lighting, sidewalks, and bike lanes. Transit users want safer, cleaner, less expensive, and more frequent buses, and safer bus stops with better lighting and the full range of transit station amenities.

HOUSING - There is consistent support for higher quality and better maintained housing, and concerns about poorly kept rental properties as well as the number of vacant lots and abandoned properties. People want housing and rents that they can afford, as well as sizes and locations that meet their family needs. A number of the immigrant families cite property damage, crimes against them and their families, and harassment as reasons they stay inside their homes, places of work, and faith centers; travel by car; and spend time in neighborhoods in other parts of Minneapolis or surrounding suburbs as much as possible.

SHOPPING - Residents are attracted to local stores, restaurants, and services such as gas stations, where they are available. Residents were more likely to describe local shopping and service options as convenient

and close by, rather than highly desirable and appealing. There is a strong interest in a greater number and wider variety of places to go and things to do in the neighborhood, and especially distributed throughout the corridor. All groups surveyed raised concerns about safety, racism, or harassment that affected where they shopped, and suggested solutions such as more active and visible police patrols and security, better lighting, stopping loitering and public intoxication, and fewer liquor stores.

GATHERING PLACES - Residents frequently asked for more informal and formal gathering places for both youth and adults (community centers, movie theaters, arts performance spaces, clubs, music venues, patios, and parks), cleaner commercial areas with more attractive landscaping, and more programming opportunities for youth and families.

SOCIAL LOCATIONS - In their free time, both youth and adults say they spent time with friends and family most often at each other's homes or at restaurants. Immigrant families and youth frequently go to restaurants and the homes of friends and relatives in the near suburbs, Northeast Minneapolis, or South Minneapolis. Other respondents want to see movie theaters, arts and entertainment venues, more and better local restaurants, fitness clubs and classes, and specialty shops in the area.

PARKS - Park and green spaces in the corridor would be more appealing if playgrounds, fields, equipment, and facilities were updated and better maintained. Park users like the programs, recreational opportunities for children, and indoor and outdoor sports options. Many people asked for more recreational opportunities and programs for youth in the summer and year-round, as well as more playgrounds for children. Teens asked for community gardens, flower gardens, cleaner parks, and better security. There is a great deal of concern that it is not safe to travel to parks in this neighborhood, nor are the parks themselves safe for youth or many adults. As a result, many of the people interviewed say they don't use the parks at all. A number of park users cited the need for better lighting, more security and safety patrols, and more staff and better supervision.

PERCEPTIONS AND REALITY - Residents want their neighborhoods to be safer, friendlier, cleaner, and stronger. Less violence, "no bad people on the streets," and safe places to be with others are critical. Many people mentioned needing to change the negative perception of North Minneapolis while recognizing that the reality many residents experience has to change first.



SWOT ANALYSIS OF INTERSECTIONS

FIGURE 10-4: PENN AVENUE AND DOWLING AVENUE



Penn & Dowling SWOT analysis may be found on 10-13 to 10-14, or pages 204-205.

FIGURE 10-5: PENN AVENUE AND LOWRY AVENUE



Penn & Lowry SWOT analysis may be found on 10-15 to 10-16, or pages 206-207.

SUMMARY OF FINDINGS FOR CLEVELAND INTERSECTIONS

From “Key Findings” section of analysis, 2-2 through 2-4

| Key Findings: Transportation and Transit | | |
|--|--|---|
| Station/Node | Lowry Avenue | Dowling Avenue |
| Roadway Configuration / Traffic Control | Lowry Avenue Turn lanes; Signalized intersection | No striped turn lanes; Signalized intersection |
| Parking | On-street parking along Penn Ave. and Lowry Ave.; Significant off street parking supply available | On-street parking along Penn Ave. and Dowling Ave. (west of Penn Ave.) |
| Traffic Signal | Yes | Yes |
| Pedestrian Accommodations | ADA compliant sidewalk ramps/ truncated domes; Lack of pedestrian lighting; Poorly marked pedestrian markings | ADA compliant sidewalk ramps/ truncated domes; Lack of pedestrian lighting; Poorly marked pedestrian markings |
| Sidewalks | - | Penn Ave lacks sidewalk along the Cemetery side of the street; Narrow sidewalks located adjacent to curb creates an undesirable pedestrian environment |
| Bicyclist Accommodations | Bike lanes along Lowry Ave. Bike racks and Nice Ride facilities | No existing bike lanes; planned bike lanes along Dowling Ave. |
| Traffic Operations | Acceptable level of service | Acceptable level of service; Traffic on Dowling Ave can be fast moving due to direct access to I-94 |
| Crash Analysis | Critical crash rate is exceeded at this intersection indicating improvements are needed | Critical crash rate is exceeded at this intersection indicating improvements are needed |
| Existing Transit Service | Existing bus stops with connections to Route 32 transit demand intersection. Existing SB bus stop on Penn has a large shelter with delineated customer waiting space; NB bus stop consists of sign and no shelter. | Existing bus stops consist of signs and no shelters. Limited sidewalk and/ or blvd space at the SB stop push the stop right against the roadway leaving limited room for waiting customers. |
| Future Transit Service | Planned BRT station | Planned BRT station |
| Key Findings: Housing and Economic Development | | |
| Residential In-fill Opportunities | Sites available | Limited would require site acquisition |
| Commercial Opportunities | Moderate to high; compatible uses | Limited; would require redevelopment |
| Retail Mix/Marketing Strategies | Strengthen existing retail mix | None at this time |
| Jobs Concentrations | Limited | Limited |
| Jobs Development Opportunities | Limited | Limited |
| Existing Initiatives Underway | 2007 AIA redevelopment study | None at this time |
| Development Constraints | Concern about resources/funding | Limited land to support development |

| Key Findings: Land Use and Corridor Character | | |
|---|--|-------------------------------------|
| Station/Node | Lowry Avenue | Dowling Avenue |
| Character Description | Neighborhood Business | Neighborhood Destination |
| Mix of Land Uses | Retail, Restaurant, Office, Services, Residential, Institutional | Residential, Institutional, Service |
| Current and Planned Development | Jordan Apartments, New Horizons Academy | - |
| Vacant and Underutilized Sites | Yes | Yes |
| Redevelopment Opportunities | Near Term | - |
| Parks/Open Spaces | Cleveland Park | Folwell Park and Rec Center |
| Schools | Lucy Craft Laney Community School | - |
| Faith-Based Institutions | New Mount Sinai House of Faith, Spirit and Truth Worship, Christ English Lutheran Church | - |
| Public Art | Future Potential | Future Potential |
| Community Gardens | Existing | Existing |
| Seating | Existing | Existing |
| Bike Parking/Bikeshare | Both | - |
| Traffic Signals | Existing | Existing |
| Wayfinding | Existing | Future Potential |
| Street Trees | Existing | Existing |
| Security Cameras | Existing | Proposed |

| Daily Traffic Counts for Major Penn Ave Intersections in Cleveland Neighborhood | | | |
|---|-----------------------------|----------------------------|---|
| Penn Ave Node | Est. Daily Pedestrian Count | Avg. Total Daily Boardings | Est. Bicycle Counts (East & West combined with North & South) |
| 35th Ave N | - | 106 | - |
| 36th Ave N | - | 404 | - |
| 37th Ave N | 130-290 | - | 290 |
| Lowry Ave N | 800-960 | - | 110 |

OTHER RELEVANT FINDINGS

- » Housing Market Index is predominantly “strong” and “established” in Cleveland.
- » There is a lack of apartment buildings in North Minneapolis.
- » One recommendation is to Increase and preserve affordable housing while remaining flexible to market value.

The document in its entirety may be found here: tinyurl.com/pacw-report

For more information related to Penn Avenue Works, visit: hennepin.us/penn

